

PRINTERS' INK

Registered U.S. Patent Office
A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City

VOL. CIV, No. 1

NEW YORK, JULY 4, 1918

PRICE 10 CENTS



THIS TRADE-MARK IDENTIFIES THE FINEST
QUALITY OF EVERY KIND OF RUBBER PRODUCT
THAT PEOPLE DEMAND:

UNITED STATES TIRES.
RUBBER FOOTWEAR.
KEDS.
BELTING.
PACKING.
RUBBER HOSE.
RAYNSTERS.
RINEX SOLES.
RUBBER HEELS.
JAR RINGS.
DRUGGISTS' RUBBER GOODS.
GOLF BALLS.

All of the products listed are advertised. The plan back of each campaign is as individual as the article which it is designed to market. And the same variety of treatment applies to the copy. The whole of the United States Rubber Company's advertising is largely coordinated through the publicity evolved and placed by this agency.

The advertising story of this great industry is worthy of more space than is here available. Accordingly a series on the United States Rubber Company's advertised products will be printed here throughout the following weeks.

N. W. AYER & SON
ADVERTISING HEADQUARTERS
PHILADELPHIA

NEW YORK

BOSTON

CLEVELAND

CHICAGO

A DISCOVERY IN ADVERTISING

Who Discovered **RICORO?**

"Who discovered Ricoro?"
was discovered when the
United Cigar Stores discov-
ered the Federal Advertising
Agency.

If you would like to dis-
cover a new advertising idea
for your business,

*"Put it up to men who
know your market"—*

FEDERAL

ADVERTISING AGENCY, INC.

6 East Thirty-ninth Street, New York

30 North Michigan Ave.
Chicago, Ill.



Consultation
without charge
or obligation

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Registered U. S. Patent Office

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ENTERED AS SECOND-CLASS MATTER AT THE NEW YORK, N. Y., POST OFFICE, JUNE 29, 1893

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No. 1

Training Women to Take Men's Positions

Most of the Fears of Employers About Women Are Never Realized

By Sinclair Lewis

IN one of the largest railroad terminals in the East there is a lunch room conducted by a private concern. In May of this year, when I had only a few moments before taking a train, I went in there, and while I waited for my scrambled eggs, the spirit of Citizen Fix-it arose in me. The counter attendant, a bald, square-jawed, quite dirty man, carefully and skilfully insulted one after another of the people who were committing the crime of trying to pay their good money for the lunch. "Well, why didn't yer tell me yuh wanted buttered toast?" he bawled at one woman. Then Citizen Fix-it entered the argument—and got the worst of it. The attendant listened sneeringly to all I had to say and, with arms akimbo, retorted, "Say, Willie, if yuh don't like this dump, yuh can beat it."

I complained to the manager. He shrugged and sighed, "You're probably right, but what can I do? I can't get help. My assistant is back helping wash dishes. If I spoke to this man, he'd quit."

I went out with an earnest intention of never returning—but again I had to catch a train and again, in mid-June, I reluctantly went into the place. It was utterly changed. Behind the counter, instead of sloppy surly men, were six cheerful brisk *women*—clean, courteous, efficient—and women 'buses were collecting the dirty dishes. The manager remembered

me and grinned. "Got it solved," he chuckled. "I hope I never see a man waiter in the place again. The women are slower, and need more instruction, but they are a lot nicer to the patrons."

The tiny incident is illustrative of the greatest change in American industry that has been seen for many years—the first fruits of the war—the employment of women not for merely a few occupations, but in every line, at every job which does not require great strength, and at wages absolutely equal to those of men. The employer of labor who has not carefully gone into the question of the employment of women has neglected his one salvation for to-day.

The two great problems of all business to-day are the shortage of raw materials and labor; and in many cases the shortage of materials also comes down to a shortage of labor in the production end. The discovery of people who will work, the creation of entirely new ways and sources of getting labor, instead of a choice among casual applicants, is a problem to demand the highest efforts of the biggest minds in industry, and it seems more than probable that it is being in large part solved by an enormously increased use—and training—of women.

On one hand—need of muscles and brains; on the other a host of women who, because of modern

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domestic machinery, are bored by not having enough to do! It is up to the constructive executive not merely to run want advertisements and use what feminine labor may answer them, but to go out and get the women who have not worked before! Indeed, Colonel Colgate, of the soap and perfumery concern, makes the suggestive point that when many firms run want advertisements, it makes a bad Monday morning all 'round—A's employees are over at B's to find out about B's glittering opening, and B's are all absent because they are making inquiry of A!

Woman-labor is a success! That is the primary conclusion after interviews with a large number of employers. Superintendent after superintendent expressed himself in practically the same manner: "I have been using women for jobs which, a year ago, I would have sworn only men could fill, and I have been astonished and gratified by the success of the women."

The State Industrial Commission of New York, with its free employment bureau, reported to me that more than half of the women now coming to the bureau asking for employment have never done any work outside of their homes before. An astonishing number of them are mothers of men who have gone to war—strong eager women of fifty or thereabouts, whom employers have been able to utilize most valuably in part-time jobs. For example, a concern conducting a large restaurant for its employees, which formerly used men as waiters, is now using forty women, many of them mothers of soldiers, as waiters. Others who come to the State bureau are wives and sisters of soldiers, who have either not worked at all before, or have not worked for some years.

A fruitful source of women for the metal industries has been the clothing trades. When work slackened in the clothing trades, many women preferred to go into entirely new kinds of industry rather than work on khaki. One

point is of interest: At many of the munitions factories, for example that of du Pont, men and women are working side by side, on equal footing, on jobs that no one has ever done before, either man or woman—such tasks as the making of airplane parts, and new machinery for shells. Where this is the case, and consequently there is no reminiscent prejudice against women, it is reported that women seem to keep absolutely even with the men in developing skill in fabrication.

Here are a few of the occupations now successfully conducted by women, but formerly supposed to be suitable to men only. Large numbers of them are engaged in acetylene welding. In one of the largest optical factories in the country, women already make up 25 per cent of the force, a percentage rapidly rising, and they are engaged in hand-grinding of lenses, marking of centers on lenses, operating automatic screw machines, drill presses, and bench lathes.

NOW THEY ADVERTISE FOR WOMEN DRAUGHTSMEN

Eight years ago, a woman well known as a suffragist went to work as a draughtsman for the State public service commission. Her fellow draughtsmen made it very hard for her; her supposed intrusion was everywhere ridiculed. But now—! In the *New York World* for June 22, both the Western Electric Company and the International Arms and Fuse Company are eagerly advertising for "draughtswomen," and everywhere is the report of their success in that work and in blue print work.

The Colgate company reports that it has in the last few months made a 10 per cent increase in the number of its women employees in the factory, that they are doing work formerly deemed unsuitable to them—in the packing room, in the tending of soap-making machinery—and that they are quite successful.

In metal factories, women are doing soldering. An increasing



PREPARING FOR PEACE

WAR'S WORK is not all destruction. Demands of gigantic warfare speed the wheels of many peaceful pursuits. Compelled to enlarge equipment and adopt efficiency methods to further increase production, American manufacturers have learned a never-to-be-forgotten lesson.

Manufacturers with vision are planning post-war prosperity. Potential markets are being considered. Plans are being prepared to meet the commercial drive which reliable information credits Germany with planning in the face of inevitable defeat in the present struggle.

The H. K. McCann Company is so equipped as to prove a valued ally to far-seeing manufacturers. A complete national organization, with equally efficient worldwide connections, enables us to plan with, and for, a manufacturer so as to be prepared to act effectively at the psychological moment. Appointments for consultations made either at the manufacturer's or any of the McCann offices.

THE H. K. McCANN COMPANY ADVERTISING

61 Broadway
Cleveland
San Francisco



NEW YORK
Toronto
Montreal

number of them are chauffeurs for private families. Perhaps the least feminine but most pleasantly pastoral job of all is that of the Brooklyn woman who is driving a laundry wagon with satisfaction to employer, customers, and the amiable old nag!

The entirely new industry of making gas masks is using a great number of women. The inspection of these masks—a task whose importance is understood when it is realized that defective masks would mean certain and miserable death to our soldiers—is in the hands of intelligent women, and is so well paid and so genuinely patriotic a job that many women have resigned places as school teachers to take it up.

The Bush Terminal Company has made a set of practical experiments to determine how many of the "jobs that are suited to men only" can be held by women. The young women have run electric trains—as motorwomen, even as brakemen cheerfully riding atop freight cars; they have driven trucks and tractors, and handled loading cranes on trucks; they have handled winches and big freight elevators. They have gone up ladders to trim lamps, to repair electric wires. They have been excellent as paymistresses, as time-keepers. Even in heavy work, packing, loading boxes, running hand trucks, they have shown a genuine efficiency. And these Bush tests were not mere playing at work—they were a careful and revealing exposition of that very important principle, "Most of the things that everybody knew couldn't be done, have been done!"

WOMEN ON THE RAILROADS

A new field of occupation which has attracted much comment is the use of women as street-car conductors and subway guards. The New York Railways Company, operating most of the surface cars in New York, says that out of its 1,500 conductors, 600 are now women.

The company, and the organization operating subways and ele-

vated, have lost 2,300 men by the war, and the wise principle has been to give the women in the families of these soldiers the first chance. The results have been gratifying. It is true that women have not been so successful in open cars, on which the conductor must cling to the long step outside the car. And they have not been tried as motormen—precisely as in London and Paris, where women seem to do almost everything, women have not been successful as drivers of subway trains. But as conductors on closed cars, women have been absolutely the equal of men, reports the company. They take no longer in training, they are careful, considerate of the public, notably courteous in giving street directions to strangers.

The dreaded question of flirtation, that hidden and feared problem in almost all employment of women, has been solved from the start. The women have demanded and obtained respect. In numbers of cases, where the lordly young male—that god of the universe, aged twenty-three, loud of voice and smelling of cigarettes—has tried to make advances, the women conductors have taken the matter up frankly and forcefully; they have declared, "I am a working woman, earning my living, and you are trying to make me lose my job. Do you want to do that?"

The New York Railways Company is already increasing the number of its women employees, and it intends to continue, both because it cannot get the men, and because it is satisfied by the work of the women. The elevated has raised the age of its agents from 21—45 to 21—55, without being able to get enough men, and before it is through, it will use women in that position.

Perhaps the most amusing and significant incident in the use of women conductors in New York was the case of a man who tried to get into a pay-as-you-enter car just as the door was closing. He was caught and, though not

(Continued on page 96)

Keeping Women Interested Twelve Months in the Year

Woman's interest in sewing and knitting is not spasmodic. Every month she finds pleasure and profit in the needle, and every month a million women thumb the pages of

NEEDLECRAFT MAGAZINE

for new ideas and suggestions.

Needlecraft is a "class magazine" in that its appeal is directed at a class of women above the average in intelligence, refinement and buying power.

A million paid in advance subscriptions—and still growing. "One woman tells another."



Advertising and Service

Does Your Advertising Meet the Test of Benefit to the Public?

By C. M. J.

IN spite of excess profits, taxes, Dr. Garfield, higher freight rates and the labor shortage, American manufacturers are making a great deal of money.

"C'est la guerre."

We must have what the manufacturers produce. We must have it as quickly as they can produce it. Price is secondary. And, consequently, profits mount. It is a "seller's market." As long as that is the case, intensive selling will play a comparatively unimportant part.

The manufacturer who is overwhelmed with orders has no time to listen to arguments in favor of more sales effort. His problem is men and materials.

Nevertheless, and in spite of all this, I bring up for consideration a point which, later on, will demand and receive, more attention than it is now getting. It is this: Is there, among advertisers, as widespread a recognition as there might be, of the fact that they owe everything they have and are to the public; and that the debt should be paid? Expressed differently, is it not true that advertisers, as a class, test advertising from the standpoint of "Will it benefit me?" instead of "Will it benefit the public?"

A great many very intelligent men believe that advertising is on trial. They also believe that if it is used in a way that will benefit the public, as well as the advertiser, it will justify itself. Otherwise, it will be discredited.

If there is one thing more than another which will give advertising the prestige we want it to have, it is this element of public service. Frankly, there isn't a great deal of satisfaction in work which merely makes an already rich corporation richer. There is a tremendous amount of satisfaction in work which benefits the great mass of mankind—and also,

but secondarily, spells profit for the concern for which the work is done.

Is this altruism? Maybe it is. But it is good business, too. Turn over in your mind the advertisers whose standing is highest—the advertisers who have played the game fairest—and you will find that they are the advertisers whose bank balances are largest.

Stated in a very few words, my thought is this: In every legitimate business the element of public service exists. It may not be apparent; but it exists. To find it and to express it, through advertising, is a task that is worth doing. It requires Vision, Imagination and Courage. But the advertising managers who do it will get the same satisfaction out of it that Mr. Stettinius and Mr. Schwab are getting out of their work. And I honestly believe they will get something else.

HOW TO MAKE ADVERTISING REALLY SELL

Now I am getting on dangerous ground, for I propose to make some concrete suggestions. Hap-hazard, I have selected four lines of business into the advertising of which, it seems to me, there is exceptional opportunity for the injection of the element of public service. Let it be conceded, at the start, that the solution indicated below may not be the right one.

Tires.—What do tire users want?

Several things, but principally mileage.

How can tire manufacturers give tire users what they want?

(1) By making better tires, or

(2) Educating tire users so that they will get more mileage out of tires.

Alternative No. 1 is a manufacturing problem. Tire manufacturers may say—and may be en-

Brooklyn has 200 miles more paved streets than Manhattan.

With 1200 miles of highways and 32 miles of parkways, automobiles are a "necessary luxury" in Brooklyn.

It is conceded today that men who buy automobiles are not in a class by themselves—they are just regular fellows.

Therefore you can sell automobiles by advertising them in the Standard Union.

tirely correct—that they cannot build better tires for the prices which users will pay. But is there anything to prevent tire manufacturers from making "how to care for tires" the central thought of their advertising?

The tire business, at the present time, is in a very curious condition. Few tire users are "sold" on any one make of tire. Proof? Examine the first ten or twenty cars that pass and you will find that almost none of them has the same make of tire on all four wheels.

Isn't it reasonable to suppose that if one of the big tire companies honestly and intelligently told people how to use tires so as to get out of them all there is in them, it would not only make itself solid with its customers but it would also, in time, gain the good will (and the patronage) of those who are not now customers?

Sugar.—It is estimated that the wastage of fruit, due to the fact that local demand is too small and local prices too low to cover the cost of picking it, amounts to \$250,000,000 a year.

Couldn't the sugar companies, co-operating with the manufacturers of glass jars and tin cans, work out a plan whereby this tremendous loss would be cut in two—or almost eliminated?

Advertising—public service advertising—would play a big part in this.

Coal.—If it is true that a large percentage of the coal consumed in the average stove or furnace is wasted, is it not the duty of the large coal companies to tell us how to use coal to better advantage? What little advertising the coal companies do concerns itself almost entirely with the quality of their particular kind of coal. What the public wants is to know how to use coal so as to get more heat from it.

It will, of course, be difficult to make the coal companies realize that they should do any advertising. They can sell all the coal they mine. That, however, has nothing to do with the case. The coal companies owe a great deal to the public. One way to dis-

charge this debt—partially—is to co-operate with the public so that the public—you and I and everybody else—will get a hundred cents in heat for every dollar we pay. We are not getting that now; largely because we do not know how to use coal.

Food Products.—The price we pay for containers for food products runs into millions of dollars a year.

The "protection" idea is sound in principle, but are we not paying too big a price for it?

Honestly, in times like these, is there justification for using a cardboard carton, costing perhaps a cent and a half, to contain twenty-four soda crackers, retailing for seven cents?

Could not every requirement in the matter of "protection" be met by a container that would cost a third the price now paid?

It is, of course, a reflection on the intelligence of the food manufacturers to intimate that they have not given a great deal of thought to this matter. Beyond a doubt, they have done so. All I suggest here is that the advertising managers of such concerns do a little thinking and see if they cannot figure out economies in packing goods.

It is quite likely, Mr. Editor, that you will receive a good many letters protesting against the publication, in a journal devoted to advertising, of an article such as this. It is quite likely, too, that these letters may find weaknesses in my arguments. No matter! The fact remains that advertising is on trial. It has proven its potency in connection with Liberty Loans, Red Cross drives and all the other war-time activities.

But let us get hold, and keep hold, of the fact that advertising which benefits the advertiser, and no one else, is not worth doing.

Let us also—advertisers, agents and managers—honestly and earnestly try to locate, in our business, the element of public service. If, and when, we find it, let us express it in our advertising. If there is no such element—well, we are to be pitied.

PRINTERS' INK



The Evening Bulletin

is read by

54,000 Families

who live within 15 miles of

Providence, Rhode Island

*The names and addresses of these
readers are on file in our office*

Careful investigation proves
that the readers of the
Evening Bulletin represent a

Buying Power Unequalled

in any part of the world

Flat Rate

Member A. B. C.

PROVIDENCE JOURNAL COMPANY

PROVIDENCE, RHODE ISLAND

Representatives—CHAS. H. EDDY CO.

NEW YORK

BOSTON

CHICAGO

Lehn & Fink's Special Campaign to Combat Rumor Mongers

Injured by Charges That Its "Pebeco" Was German-Owned, It Advertises Its Case to the Public.

THE war had no sooner been declared than rumors spread in the trade that Lehn & Fink's advertised leader, Pebeco, was an enemy-owned product. The rumor gained credence because it was known that Pebeco was made in accordance with a formula originated by a German in Hamburg.

All this hurt the business of Lehn & Fink. The company was faced squarely with this question: Should it publicly deny these rumors and thus advertise to all the world that it was under suspicion? Would the public in the midst of war give a judicial decision if the case was squarely put up to them?

Inasmuch as the company had found that it had prospered when it let the light in on Pebeco, it decided that advertising would be a curative of malicious and covert rumor. Advertising would compel the rumor mongers either to prove their charges or be discarded.

The campaign was decided upon and it is costing the company a pretty penny to state its case in a number of the leading dailies and weeklies.

The advertising will be continued at intervals during the next three or four months. Six weekly magazines in July will carry full page announcements. In the dailies the space occupied is 11 inches across three columns. The first ad is headed, "Are you the dupe of a Patriotick?" A "patriotick," it is explained, is a swindle by which your patriotism is twisted to serve the selfish interests of another." Now follows a flat-footed denial of the rumors.

In discussing the matter with a PRINTERS' INK representative, Edward Plaut, vice-president of Lehn & Fink, said:

"These false rumors were undoubtedly started to injure our

business by persons who hoped to profit from the result. Pebeco is neither a German-made nor a German-controlled product. It is true that the formula employed in its manufacture originated in Germany but the product sold in the United States has been made here since 1903 at our Brooklyn laboratory. Alien enemy interests now derive no profit from its sale in the United States.

LICENSED BY FEDERAL TRADE COMMISSION

"Last fall the Federal Trade Commission issued a license to us exclusively to manufacture Pebeco in this country. Such license would not have been granted had the Commission not been satisfied that the statements made by us regarding our position were correct. That the Government itself has every confidence in us and in the product is shown by the fact that up to June 1 it had purchased 48,000 tubes of Pebeco tooth paste.

"Our firm has a clean record both from a business and a patriotic standpoint. It was founded in 1870 by Messrs. Lehn and Fink, full fledged American citizens. Albert Plaut became a member of the firm in 1875 and in 1886 purchased Mr. Lehn's interest. Ten years later Joseph Plaut, his brother, joined the firm and together they purchased the interest of Mr. Fink. The business was incorporated in 1908. Since that time the control has been in the hands of the Plaut family, the only other bondholders being a few employees who have been with the firm more than twenty years. Albert Plaut died in 1915, at which time I was taken into the concern. Every person connected with Lehn & Fink either as owner or as employee is a patriotic American citizen."

The Workingman— In a New Role

He is making more than double the money he made a year ago and is buying home comforts and luxuries hitherto beyond his means. What are you doing to attract his attention?

He never has been given overmuch to reading. But—like most folks—he is fond of pictures and he can't help seeing a handsome Poster as he goes to and from his work.

The workingman who owns his own home, takes his family motoring Sundays and likes to go his neighbor "one better," is a good man for you to go after. You can reach him through Poster advertising more quickly than by any other method.

IVAN · B · NORDHEM CO ·

*Poster Advertising in the
United States and Canada*

8 West 40th Street - New York City

OFFICES	Pittsburgh	Chicago	Minneapolis
	Cleveland	Buffalo	Kansas City

BUSINESS IN WAR TIME

A page edited by the Business Department
of Collier's, The National Weekly

In order to eliminate any confusion in the minds of readers that Collier's is especially planning to prove the "Business as Usual" theory, we take the liberty of stating our position frankly: Business cannot be as usual due to the shortage of Man Power. These pages will make the similar truth of the matter more plain to the reader.

Talk on the Shortage of Man Power

The Voice of a Million Tongues

In the same issue of Collier's that contained Mark Sullivan's article on the shortage of man power, there appeared an advertisement which was an excellent example of the value of advertising in these days when labor must be conserved.

The product advertised was a conveyor—a machine which superficially seemed drab and prosaic, a thing of steel and iron. But beneath the surface it revealed the most amazing and dramatic possibilities.

For here was a magic apparatus which released men from the dull routine of carrying boxes, parts of machinery, all sorts of things from one point to another, and enabled them to do vital work for their country at this time when the shortage of man power amounts to a famine.

And as we studied the remarkable capabilities of this conveyor it became apparent that the manufacturer of this product.



Fortenable him to perform a great service during these crucial days; it enabled him to spread from one end of the country to another, wherever a wheel of industry turns and a fac-

tor's whistle blows, his message of labor conservation.

And from that point we go to thinking of the way advertising is positioning itself in these days of necessity.

Advertising speaks with a million tongues! Have you ever thought of it in that way before? Have you ever considered how advertising, just like those conveyors, releases men so that they can give the strength of their hands and the skill of their heads to making guns or airplanes or ships or any of the hundred and one things which must be sent overseas to the American Expeditionary Force?

Understand this: advertising does not take the place of the skilled and trained salesman.

But advertising does conserve his time and supplement his efforts. Advertising eliminates the lost motion.

Advertising, as never before, works wonders in filling the gaps which exist in the salesman's ranks because their fellows are serving capacity or another are serving their country.

Advertising introduces and guarantees the merits of a worthy product to a million readers so that the salesman when he follows along need not spend time in explaining and arguing. That lost motion is saved.

Advertising is active simultaneously in a thousand cities so that the salesman, traveling slowly from city to city, finds wherever he goes his goods known and recognized.

It is in these ways that advertising is supplementing the



efforts of those salesmen, fewer in number than before, who are traveling around the country supplementing their efforts, conserving their time, eliminating the lost motion.

The man who invents a device that will make a machine

part half a second faster is helping to conserve man power.

The man who originates a method of packing or wrapping, or saving or saving of the kind at greater speed than it has been done before is helping.

And the man or woman who buys these standardized advertising goods—at a saving of his own time and the time of the clerk—is helping.

Advertising is essential, then, for two reasons:

It eliminates the lost motion in buying and selling.

And it spreads through every nook and corner of the nation the vital message of time-saving and labor conservation.

Today marks advertising's supreme opportunity. For it speaks with the voice of a million tongues.

Appearing in Collier's, The National Weekly, July 13, 1918

Reproduction of page which
will appear in the July 13th
issue of Collier's.

more than a Million Every Week

IN order to eliminate any confusion in the minds of readers that Collier's is eventually planning to prove the "Business as Usual" theory, we take the liberty of stating our position frankly: Business cannot be as usual due to the shortage of Man Power. These pages will voice the simplest truths of the position advertising holds in saving man power and eliminating lost motion."

Preface to the series of pages which will run in Collier's every week expounding the functions of advertising in war time.

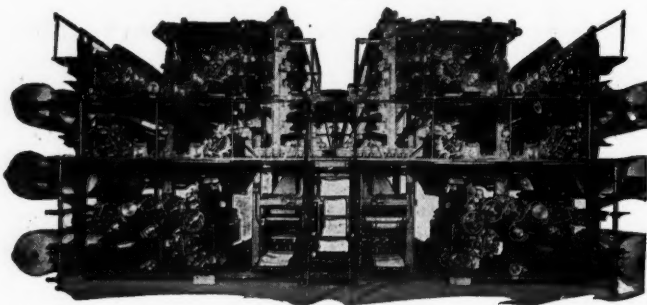
Collier's

THE NATIONAL WEEKLY

J. E. WILLIAMS, Advertising Manager

more than ⁵² million Every ^{year} ~~week~~

Baltimore was First to Use the "Revolving type" Press



One of the three Double-Sextuple Presses on which The News is printed

SCARFF'S "Chronicles of Baltimore," speaking of the early days of The Baltimore Sun, says: "In 1852 the founders and proprietors commenced using two Hoe type-revolving cylinder presses, each rated at 10,000 copies per hour, and which were the first type-revolving presses successfully used in the world." Add to this the Linotype, *invented* in Baltimore, and you can see what a pioneer Baltimore has been in the publishing field.

Making a modern newspaper like The NEWS would be an almost impossible undertaking were it not for these two revolutionizing inventions. From June 1 to 15 inclusive, the big presses of The NEWS averaged 119,256 net paid copies daily and 112,530 net paid Sunday—a little dreamed of circulation when the first Hoe "type-revolving" presses were installed and, at the present time, largest of any Baltimore paper.

The same reading excellence (exclusive afternoon Associated Press service, etc.) that has given The NEWS the largest Baltimore circulation is responsible also for a closer, more concentrated reading of each paper. Your Baltimore dealer will tell you

For More MARTLAND BUSINESS Concentrate in

The Baltimore News

Largest and Fastest Growing Baltimore Paper

DAN A. CARROLL
Eastern Representative
Tribune Building
New York

How a week
Advertising Manager

J. E. LUTZ
Western Representative
First Nat'l Bank Bldg.
Chicago

Beaver Board Adds to Its Gross by Exploiting the School Market

Why It Is Pushing a Greenboard Instead of a Blackboard—The Fine Art of Outflanking the Board of Trustees by Advertising

By C. B. McCuaig

LOOK back over your kid days and recall the village board of school trustees—not the whiskers, but the personalities behind them—hard-shell old codgers, all, “set” in their ways. Then suppose someone was to say to you:

“Your job is to take a new product, manufactured by the makers of an established line, ‘tis true; but new. It must replace an article which has had a place in every schoolhouse since long before these trustees’ grandfathers were boys. No price appeal except in a limited part of the field. It’s straight selling, and you’ve got to put it across in two years so that your sales will equal those of your leading competitor, and every bit of the stuff must be sold to men like the ones you have been thinking about.”

I ask you now, would you tackle the job?

But that is exactly what the Beaver Board Companies, Buffalo, N. Y., have done with their new blackboards and greenboards for schoolroom use.

Two years ago the blackboards of the country were made from various materials ranging all the way from fine selected slate in the more prosperous communities to plain pine boards or plaster painted black. To-day the Beaver Board blackboards and greenboards have distribution all over the United States and Canada. They are handled by practically all of the school supply houses, and the company claims that its sales now equal those of its largest competitor in the blackboard field.

This place in the market was not won without strong resistance from the manufacturers of blackboard. Before the coming of Beaver Board they were content

to rest upon their belief that a blackboard was a blackboard and every school official knew where they could be bought. There wasn’t much you could say about a blackboard anyhow. Hardly a line of blackboard advertising could be found in the publications for teachers and school officials. Now these erstwhile complacent manufacturers are using full pages to counteract the advertising of the new boards, which in itself is evidence of the fact that the Beaver Board campaign is making good.

SIDE-LINE WANTED TO KEEP BUSINESS AT TOP SPEED

Perhaps it would be well to explain right here how the makers of Beaver Board happened to get into the blackboard business. Everyone knows the Beaver Board product as used in the building trades—a manufactured board of smooth, tough spruce fibre, grown in the company’s Canadian timber limits, which cover thousands of acres, and shipped to its mill at Thorald, Ont., where the clear spruce logs are ground and treated and made ready for the various processes of manufacture. It is an exacting process from the spruce fibre to the finished base ready for surfacing, to say nothing of all the subsequent steps of finishing and so on necessary to make the board fit for its various purposes. It will be quite clear to everyone that as there are certain fixed processes which must be gone through whether the quantity of board made is large or small, the success of the business depends upon large tonnage, for the greater the tonnage the lower the manufacturing cost and overhead per ton. That is why the Beaver Board people are always on the lookout

Slate boards were pretty firmly entrenched in the city schools of the East, but as you get away from Pennsylvania its use becomes less common. You see, slate is quarried and manufactured there, and where long hauls are required the high shipping charges make it very expensive. As a general thing slate is too expensive for the village schools and rural communities. They used composition blackboards, and in some cases just painted boards or side walls.

START MADE IN COUNTRY DISTRICTS

So it was the country schools the Beaver Board people chose in which to introduce their new schoolroom boards, and if you have ever tried to sell anything to a board of country school trustees you know the task was not easy. Usually there are about as many conflicting opinions as there are members of the board, except when the question is one of installing something that varies from time-worn custom, and then they are all against it. There are personal friendships, loyalty to long-established business connections and, whisper it gently, political "frame-ups." In short, you have to be a sort of an all-around man to sell the board of trustees.

The Beaver Board people, of course, realized at the start that the sale of their new boards must be done through the regular school supply houses from whom the school officials were accustomed to buying, so they brought selling and advertising pressure to bear on these dealers at the same time they were exerting advertising energy to stir up a popular demand. Space was used quite freely in a publication that reached a class of people who might be expected to take an active interest in the schools. In order to bring the new board to the attention of the trustees space was used in class publications reaching them directly.

As a result of this selling effort the school supply houses began to take on the new boards, and soon

the manufacturers had fair distribution in spite of the fact the field was new to them. Most of their previous efforts had been exerted upon dealers connected with the building trades. With a reasonable amount of distribution a more intensive effort was made to sell the school officials, and toward this end some direct-mail work was done. I shall quote at random a few paragraphs from one of the four-page letter circulars which were sent out to county superintendents, because it gives quite tersely some of the selling arguments on which the campaign hinged:

Now that the season is here for considering school repairs, we felt that you would be interested in Beaver blackboards and Beaver greenboards, not only for new construction, but also for remodeling the old schoolroom.

School equipment and school building, of course, must go on regardless of war conditions. Educational influences now need to be exerted to their greatest extent. The educational publications have been pointing out with marked earnestness that this is not a period to eliminate needed school improvements, but that such improvements should be carried on as efficiently and economically as possible.

Whether you are building, remodeling or enlarging you will need new blackboards, and we believe you will turn toward manufactured blackboards, for that is a step you can make in the interests of genuine economy. The advantage of manufacturing a blackboard rather than using a natural material is that the obvious defects and shortcomings of the natural product can be overcome and guarded against in the manufactured board. How this is done in the case of Beaver blackboard and Beaver greenboard is explained on the pages that follow.

The three following pages bring out the following points, among others:

That Beaver blackboard and greenboard were the first manufactured boards to be made entirely in one plant.

Superiority because of its composition.

Easily put up. Easy to add blackboards by simply putting up additional panels of Beaver Board.

The chalk passes smoothly and silently over the board.

They are backed by a broad guarantee.

The color argument is left for

the last page and is treated thus:

When the Beaver Board companies took up the manufacture of blackboards they found so many good points in favor of a green color that they decided to make a green board as well as a black board. They have continued the manufacture of both boards, however, as there probably always will be a divergence of opinion as to which color is really more suitable for schoolboard purposes. So far as the production of the boards is concerned no more effort is put into the greenboard than the blackboard, although more emphasis may be laid on the green in our selling effort.

The first big advantage of green is that it is a color which permits one to work steadily at a greenboard without eye-strain. In fact, it rests the eyes rather than fatigues them, and it also brightens the whole room, while a blackboard adds a dull, sombre effect, no matter what decorations may be used. So far as writing is concerned, there is no difference, as chalk makes the same sharp legible contrast on a greenboard as it does on black.

These advantages not only are plain to the eye, but they are borne out by scientific tests as well. The reflective power of greenboard is nearly twice as much as that of blackboard, the percentage being 6.2 per cent for greenboard while blackboard is only 3.5 per cent.

The schoolroom which has a greenboard will have more light than a schoolroom with an equal amount of blackboard. There can be twice as much "board space" with greenboard as with blackboard and there will be an equal amount of light.

When the schoolroom can be made more cheerful and the blackboard work more enjoyable by merely using a greenboard instead of a blackboard, the change is well worth considering.

It was not until the campaign was quite well along that the possibilities for selling blackboards to trustees and other school officials through the indirect influence of teachers was considered worth trying. This method came up for consideration when plans for the campaign were first made. But it then seemed inadvisable to launch a special campaign to reach the teacher, as an investigation of the way in which school supplies are bought showed that the teacher's power to influence the purchase was rather remote. In most cases the matter of purchasing supplies and equipment is handled by the board of trustees. The purchase of new blackboards comes up at their regular meetings and is decided there by the board without calling upon the teacher for ad-

vice. It seemed on first sight the part the teacher could have in the purchase was unimportant.

But in reaching this conclusion the Beaver Board executives overlooked the fact that the majority of school teachers are women, and when a woman really wants something she usually gets it. Had this fact been realized at first, they would probably have started much earlier a campaign directed at the teacher along the lines of the one they are now using.

THE TEACHER BECOMES A VALUABLE ALLY

This campaign aims to "sell" the teacher on Beaver greenboards and blackboards, so that she in turn may sell the trustees through her direct influence, and also by supplying the company with useful "tips," and it may be mentioned that it is serving its purpose very well. Just to illustrate how this sales circuit is formed, let us stage a little pastoral sketch which might carry the title: "Ten to One on the Green, or How Gertie Bought the Blackboard," and if anybody wants to know it, the plot is based on real life.

Gertrude Dawn, the pretty schoolmarm of Shadynook, is seated at her desk behind the red apple bestowed upon her by Willie Murphy and the white lilacs from Vera Schmidt. It is recess time and she is reading the latest number of "The Teachers' Monthly Gossip." She glances through an article entitled "The Influence of Garbage Cans on Child Psychology." Again her eye is stopped by a page headed "Should We Punish the Child Who Cannot See?" only to glance at it and turn to the next, "How Dark Schoolrooms Keep the Sheriffs Busy." She is just ready to lay the magazine aside when her eye rests upon a full-page advertisement — "Make the Schoolroom Cheerful with Greenboard."

Her lips purse in deep meditation. That's the answer to it all — make the schoolroom cheerful! And greenboards!! Who ever heard of greenboards?

(Continued on page 25)

Engineering Is a Basic Force in All Commercial Progress

You may not see any direct connection between the science of engineering and the orange you eat for breakfast, but it is an even chance that this wholesome bit of fruit was plucked from a tree which grew from soil made productive by an artificial irrigation system planned and built by an *engineer*.

Or, if your particular orange was grown on soil irrigated by Nature, it came to your table fresh and sweet only because *engineering science* had evolved rapid transportation and refrigeration to a point which insures delivery of perishable products in good condition.

The hooks and eyes and snap fasteners, which are so generously used on your wife's gown, are there only because the *mechanical engineer* has designed and perfected machinery which makes them in commercial quantities.

The match with which you light your cigar has been robbed of its dangerous "after glow" and its flying spark and cured of its evil sulphur smell through the skill of the *chemical engineer*.

The light that floods your library at the turn of a switch is there because the science of the *electrical engineer* has brought it there through a wonderful system of generation, transmission and control.

Engineering is essentially creative. It is constructive. It is an enormous force in developing business. And the engineer is a *creative business man*.

To a much greater extent than the average business man the engineer stands in need of a comprehensive and specialized journalistic service capable of informing, analyzing and interpreting for him the progress and evolution of engineering methods as applied to all lines of business.

For the engineer such a service is a supremely vital necessity.

That necessity is fully and adequately met by the service of the McGraw-Hill Publications.

It is because that service is so thoroughly and completely rendered through these publications, that they are so highly productive of satisfactory results for the advertiser who has products to sell which are purchased or specified by the engineer, or used under his direction.

McGraw-Hill Publications

Serve a Buying Power Aggregating Billions of Dollars Annually

Power

Electrical World

Coal Age

American Machinist

Electric Railway Journal

Engineering News-Record

Electrical Merchandising

Engineering and Mining Journal

Metallurgical and Chemical Engineering

Members of Audit Bureau of Circulations

have newspapers hearts?

*C. W. F. shows some
of his correspondence*

C.W.F. like all good newspaper space buyers, strikes you first of all as being a good listener. He bends his head slightly forward and fixes upon you a pair of very attentive blue eyes.

When first questioned, he tried to say that newspaper space-buying was merely a matter of rates, checking and so on. But finally he gave a cue which was followed up.

"When I first came here," he said, "I was surprised at the good will which existed between the newspaper and the Blackman-Ross Company."

That was too general. So C. W. F. finally reached for a stack of letters.

One letter from a Baltimore newspaper sounded so interesting that we decided to reprint nearly all of it.

Then there were many other letters similar to the one from Baltimore, commenting on the fairness of requests.

Finally there were letters showing that the newspapers were in many cases gladly going out of their way to be of service. The variety of the service rendered was too wide to put down here, but it bore out

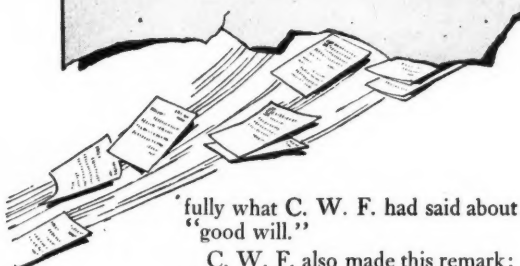


Blackman-Ross

Answering your letter of April 5th regarding the omission of the distributor's name from the Owl Cigar advertisement in issue of April 2nd - first of all we want to thank you very much for the stand you have taken regarding this stupid mistake.

Your attitude in this matter bears out the impression we have always had of the Blackman, Ross Agency - that it is one of the highest class concerns in the country. It is a pleasure to do business with such a house.

You are so darned decent about the mistake, however, that we think it is due you to give a make-good insertion and will be glad to have you advise us the date you wish it to appear.



fully what C. W. F. had said about "good will."

C. W. F. also made this remark: "After checking, if we don't receive a bill from the newspaper by the 15th of the month following insertion of ads, we make up our own bill and forward it with a check for the proper amount."

So in spite of C. W. F.'s first remark, his correspondence very plainly showed that there is more to buying newspaper space than mere familiarity with the rate cards.

ON JULY 18th: "*Picking an Agent*"

Company- NEW YORK

What Farm Women Are Buying

As a result of an investigation covering more than 10,000 farm homes, we have definite reports as to the kinds, qualities, and quantities of more than 100 lines of merchandise used in those homes.

We have prepared a complete index showing the lines of commodities which this investigation covers. If you are interested in accurate information as to the merchandise used in farm homes, we suggest that you send for a copy of this index, which will enable you to determine what portions of our report will be of special value to you.

THE FARMER'S WIFE

A Woman's Farm Journal

WEBB PUBLISHING COMPANY, Publishers,
ST. PAUL, MINN.

Eastern Representatives,
WALLACE C. RICHARDSON, INC.,
381 Fourth Avenue,
New York City.



Western Representatives,
STANDARD FARM PAPERS, INC.,
1341 Conway Building,
Chicago, Illinois.

Member Audit Bureau of Circulations

She reads on. How greenboards have twice the reflection power of blackboards, that they use only half the light, that they lessen eye strain, and all the rest of it. Miss Dawn honestly believes she is impressed with these scientific arguments, for she takes her intellect seriously, but the truth is her subconscious mind is simply whispering:

"The old place would look a lot homier if it had nice green panels on the walls instead of those awful blackboards." It is the same feminine mental reaction which in later years will cause her to have her husband's den "changed around" at frequent intervals whether it needs it or not.

Miss Dawn is "sold" through the greenboard ad. Does she rush to each one of the trustees, tell him of her discovery, and urge him to put in greenboards? She does not. Gertie may live in a rural section, but she knows something about follow-up systems and the power of direct-mail advertising. Instead, she puts in a very formal request to the board for new blackboards, then takes her pen in hand and writes to the Beaver Board Companies something after this fashion:

"The Beaver Board Companies,
Buffalo, N. Y.
"Gentlemen:

"I am the teacher at Shadynook. Our present blackboards are in poor condition, and I would suggest that you write to each of the trustees and explain the merits of your greenboards. Their names and addresses are enclosed.

"Very truly yours,

"GERTRUDE DAWN."

Do the Beaver Board Companies take Gertie's "tip" and write to the board of trustees?

Well, not to any greater extent than a hungry orphan takes to a piece of pie! They simply bombard them with letters and literature, and the nearest school supply house goes after them, too.

This brings us down to the final curtain. It is the monthly meeting of the Shadynook board of school trustees. Miss Dawn's request for new blackboards comes up for consideration.

"Well, I fer one would like to try out them new greenboards,"

remarks Jason Hardpan, chairman of the board.

"What ha'y' got agin the boards we always been using?" asks Trustee Brown.

"Well, I've been doin' a little bit of investigatin' on my own hook," replies the chairman, "an' I find them greenboards is a hull lot better fer the children's eyes, an' they're more cheerful like, an' they've got a better writin' surface an' all that. I think we had ought to try 'em out. Will anybody make a motion to that effect? All in favor say 'Aye,' contrary 'no.' Carried."

Winningham Leaves Hudson

C. C. Winningham has resigned as advertising manager of the Hudson Motor Car Company, Detroit. He is among those who, it is reported in automobile circles, have just become identified with the Warner Lenz Co., Chicago, reorganized as the Warner-Patterson Co. E. C. Patterson will be at the head of the new company, as of the old. Others who are interested are Roy D. Chapin, president of the Hudson company, and A. D. Lasker, of Lord & Thomas, Chicago.

Mr. Patterson has this to say in *Automobile Topics* regarding the future plans of the company:

"While we will continue to make the Warner Lenz, it will not be the only product we will manufacture. I am not prepared at this time to make known the additional products, but we will have one that will be welcomed by 30,000,000 persons. It is not an automobile accessory."

Death of John A. Mitchell, of "Life"

On Saturday, June 29, occurred the death of John A. Mitchell, editor of *Life*. Mr. Mitchell was the founder of the paper, in 1883, and had been its editor ever since that time. At the time of his death he was in his seventy-fourth year.

In his earlier years Mr. Mitchell was an architect and also engaged in artistic and decorative work. *Life* was founded as an artistic, comic and satirical paper and for its pages its editor himself drew many illustrations. He was also widely known as an author of popular works of fiction.

Street & Finney Have Check Writer Account

The New Era Mfg. Co., New York, maker of check writers, has placed its advertising in charge of Street & Finney, Inc., of the same city. The campaign is to include page units in national weeklies, beginning next month.

Davol Rubber Co. Advertises Now to Establish Its Name Against After-War Competition

Believes That Dozens of Specialties in Its Line Can Be Made as Popular
as Hot Water Bottles

WHEN it comes to advertising, the rubber industry doesn't have to take a back seat for anybody. It is one of our best advertised businesses. It is a surprising fact, nevertheless, that there are actually numerous items in the rubber line that are not advertised, and about the existence of which the average person is only vaguely aware.

In several of our large cities there are exclusive rubber stores, handling hundreds and hundreds of articles. To visit one of these places is to realize the amazing variety of things that are made of rubber. A rubber product enters into practically every activity of life, and is so omnipresent that we are nearly always using one. Most of us, however, do not look upon rubber as being important as it really is. We are inclined to accept it as necessary, but without any appreciation of its wide usefulness.

Where an industry is as diversified as the rubber business, it is difficult to advertise it completely. Hence in this field most of the advertising has been confined to specialties, such as automobile tires, rubber heels, rubber shoes, etc. There has also been strong institutional advertising, such as that done by the United States Rubber Company. It was, of course, inevitable that most rubber articles had to go unad-

vertised. This means that the rubber industry, though it has been exceptionally well advertised, still has immense unworked advertising possibilities.

There are large branches of the business that until recently have not been advertised to any extent at all. Take rubber sundries, for example. Of late this one department of the industry has been breaking quite conspicuously into the advertising columns. A great deal of copy has been run in behalf of one single item—hot water bottles. The United Drug Company is just starting an immense drive on this single item. The Miller Rubber Company and the Faultless Rubber Company have both conducted rather extensive advertising offensives on rubber sundries. Now comes the Davol Rubber Company, of Providence, R. I., one of the old houses in this line, with a campaign that has already been projected to an altitude of \$100,000, it is said. The company makes the statement that "of course it is not our intention to stop with the end of one year, but to continue as national advertisers as long as we manufacture merchandise."

This Rhode Island concern has been in business for forty years, and makes a long line of the kind of rubber goods that are customarily sold in drug stores, and that



Magic Atomizer

EVERY morning clear your throat with a mild antiseptic solution and you will feel better, talk better and ward off illness. Throat spraying is just as important as cleaning the teeth, and to those who have a tendency toward hoarseness, catarrh, etc., it is absolutely essential.

We can supply you with a DAVOL Throat Atomizer and suggest a suitable antiseptic for your individual requirements.

We carry a full line of Davol Rubber Goods, hot water bottles, syringes, air cushions, etc., including the famous Davol Superservice Quality—the best that money can buy.

No. 5 This Space for
Your Name and Address

**AD FOR ONE OF THE LITTLE
EXPLOITED SPECIALTIES**

are used in the sick room and in the lavatory. The immediate object of the advertising is to identify the company in the mind of the public with the many products it makes. For the last decade it has been making private-brand goods for jobbers to such an extent that it had begun to feel it hardly owned its own business. To get itself out of this condition, and to create consumer demand for Davol rubber goods, is the motive of the advertising.

In the long run, however, this advertising will do much more than build up good will for the name "Davol." It is going to let people know what a wealth of service rubber sundries offers to them. Rubber goods business is very attractive to the druggist, but it is a line that he has not merchandised very aggressively. He has not talked it, nor advertised it nor displayed it as perhaps he should have done. The public did not know of the existence of many of these articles, and bought

them only when told to do so by a doctor, although, at least, some of these devices should be in every home.

For instance, what a useful thing is a nasal douche, and yet how few persons own one! Not long ago a druggist, finding that he had too large a stock of this item on hand, determined to push it vigorously. In a few days he cleared out his supply, selling in that short time more than he usually retailed in a year. Truly there are great latent sales possibilities in druggists' rubber sundries that sustained advertising will develop.

If the druggist has neglected his rubber department, he should not be blamed. He has thousands of items to sell, and naturally he has to devote his major attention to that portion of his stock that is in most active demand. Unadvertised products are likely to be side-tracked. One thing, therefore, that the advertising of a product accomplishes is to get the

**The
George L. Dyer Company
42 Broadway
New York**



**Newspaper, Magazine
and Street Car Advertising**

Publicity and Merchandising Counsel

retailer to pay more attention to it. It is a well known fact that hot water bottles have been pushed more energetically by the average druggist since they have been made the subject of national advertising, although, of course, they have always been one of the best sellers in the rubber sundry line. There is no doubt that the Davol advertising will tend to put all these sundries in a class with hot water bags, making them better known to the public and inducing the druggist to merchandise them more forcefully.

PACKAGES THAT SELL SUNDRIES

One thing that has held back rubber sundries is that they have not, in all cases, been properly packaged. Often the packages have been dull and lifeless. Sometimes the druggist would discard whatever packages the goods came in, and then throw the articles into a disordered heap in a show case or drawer. The Davol people are not allowing their products to be handicapped in this way. They have designed a strong selling package for what they call their "Superservice" line, comprising seventeen articles, and have in preparation a standard package for all other Davol goods. These boxes are arranged so that they will stack up easily, and so that they can be displayed in the form of an easel without danger of toppling over.

The copy, the cut-outs, window trims, dealer electros, and all other material to be used in this campaign bring out the idea of the bigness of the line and of the numerous uses that exist for these various rubber sundries. Naturally the sick room is featured prominently. Much attention is given to the rubber needs of the baby. Special space is devoted to rubber toys, an item by the way on which Germany was strong before the war. In fact, Germany competed aggressively on many rubber sundry items. In view of this it is well that so much sales and advertising energy is at present being devoted to barricading American rubber sundries. It

will prepare them against post-war competition.

An unusual dealer "help" is being introduced in this campaign. For a few years many stores have been sealing their packages with paper tape instead of using wrapping twine. The Davol company is offering to dealers a tape-sealing machine at actual cost, and offers to keep them supplied with tape, free of charge. Practically all of the dealer electros are given a broad touch, in as much as they advertise other things that a druggist handles in addition to rubber goods. They usually end up with some such statement as "The most complete stock of high grade perfumes. An especially good assortment of up-to-date stationery." This is in line with the discovery of many manufacturers that a retailer will use electros more freely when it advertises *his* business as well as the manufacturer's product.

Thirty-three national magazines, class publications and business papers are scheduled for use in this campaign.

Building Trades to Form War Service Committee

All branches of the building construction industry have been invited to meet at Atlantic City July 15 and 16 to form a War Service Committee. The meeting is called by the Chamber of Commerce of the United States.

The effort will be made to federate into one national unit between 100 and 200 national, regional, state and local associations in scores of trades, from the cellar concrete to the roof slate, and then draw from the result a War Service Committee which can speak for the entire industry.

Each organization is urged to send as many representatives as possible and to name one delegate—preferably a prominent business man—to serve on an immediate and temporary War Service Committee in case permanent organization is postponed for deliberation.

Arrangements for the conference are being made by Allen Walker, Chamber of Commerce of the United States, Woolworth Bldg., New York City.

R. J. Price has resigned as sales manager of the Highway Tractor Company, Indianapolis, to become zone manager for the Heath-Duplex department of the McCord Manufacturing Company, Detroit.

Delineator

September lines
over same month
last year show

46% Gain

No Mail Order Advertising Accepted

Yes!
Food will win the War
but —

Who

will win the food from the soil?

The farmer.

And *who* will be well provisioned at practically no increase in living cost, while the rest of the nation pays war prices?

The farmer.

And *who* is making more money than he ever made before in history?

The farmer.

And *who* has the knowledge and experience to help you put your goods into this richest market in the world —through advertising?

Critchfield
& COMPANY

CHICAGO

NEW YORK
MINNEAPOLIS

BOSTON
TOLEDO

DETROIT

The Effect of the War on Characters in Adland

What Is Happening to the Leisurely Young Man, the Frilly Young Lady, and the Head of the Household

By H. T. F. Husted

BILL KAISER has much to answer for. Not only has he extracted the joy from life in an innumerable variety of ways that come forcefully to our attention as the days pass, he is even making his Potsdam presence felt in the advertising pages of our magazines and newspapers.

Just run through the next issue of a popular weekly or monthly publication and note how many of the young fellows who were wont to pay their way as manufacturers' models have disappeared in the draft.

It is really something of a shock to-day to find a stalwart athlete of draft age sporting an immaculate palm beach suit, for example. You think to yourself, even if you don't say it, "How much better he would look in khaki."

You almost feel like writing to Washington when you see that willie-boy with the dimple in his chin and his glossy tresses slicked back so neatly. To be sure, he has a knack of showing collars off to excellent advantage—but the beau-and-arrow man's logical place to-day is in the immediate vicinity of a first-line trench.

The public frame of mind has experienced some vicissitudes in the past year or so. As the poet puts it, "New occasions teach new duties—Time makes ancient good uncouth!"

No wonder it's so hard to believe that this dapper youngster we see swinging up the avenue with his pet "bull" tugging at the leash is really doing his bit for the avuncular relative merely by saving the wool that in more normal times would have gone into cuffs for his trousers.

No—to be in tune with the times it is not quite enough that an unattached man of twenty-five, say,

"dress well and make his money go the limit."

And where, do you suppose, is the dainty, frilly, lingerie girl who used to monopolize the hammock and day-dream over the latest best-seller?

She is still seen, now and then, eating chocolates on the summer hotel veranda (thus saving wheat for the Allies!), but for the most part she seems to have been put to useful work somewhere in France, for the d. of the w. and the g. of the c.

The fact remains that she is not nearly so much in evidence as she used to be.

Even so chic and charming a creature as our well-known friend, Miss Phoebe Snow, has vanished from view, for the time being at least. McAdoo granted her an extended leave of absence—along with the rest of the railroad presidents. Don't be surprised if you find friend Phoebe cleverly camouflaged as a Red Cross nurse or doing time and a third in a munitions factory.

The present draft doesn't affect Velvet Joe and other established advertising headliners. But we have a hunch that if Velvet Joe had been a few years younger he would have been one of the first to drop quietly out of the advertising pages and hunt up a job that was not lined with "velvet."

NOT MANY PORCH LOUNGERS INSIST ON STAYING

In general, it may be said that national advertisers have been quick to see their chance. Most of them have recognized the sweet reasonableness of bringing themselves up to date and hooking their products up to current events.

The manufacturer of a safety

razor, for instance, has a real vital message for the man who is living in a trench. Naturally, he jumps at the gilt-edge opportunity given him to put timeliness and "new-day" interest into his appeal.

It is interesting in this connection to note that a brand new type of woman is gradually assuming her rightful place in the advertising columns.

This is a true reflection from real life. The war is developing a new type of woman in the home itself, if you please—a woman who is an even closer buyer and more critical judge of values than she was prior to August, 1914.

This representative woman of to-day is taking her regular turn in the war garden—making bandages for the Red Cross—and in her odd moments reading up on matters of international debate. She can tell you all about the Ukraine and she has the answer to the Balkan question.

It isn't difficult to figure out that our modern woman is going to fill an increasingly important place in advertising circles. How live and real and worth-while she is! Compare her with the pretty, dolled-up, summer-seashore girl who used to worry about the effect of sunlight on her skin and whose chief concern was silk underwear and peach melbas.

When we meet the dainty, debutant type of femininity in the ads nowadays we feel like apologizing for her. She grates on our tense nerves. She irritates us almost as much as the husky youth of draft age who does his bit on the ukelele and rejoices at having earned the gratitude of the Government by getting along with one less lapel on his new wool suit.

The fact is, we are thinking in terms of war to-day. The war is always in the back of our minds—even if we don't talk about it—pigeonholed right where we can get at it at a minute's notice.

We look back to the months preceding the war as to a remote era, a happy-go-lucky time when ease and luxury prevailed and the name of Hoover was not heard in the land. We lived in a golden

glow of innocuous desuetude, doing about *what* we pleased, about *when* we pleased.

We project our feeble vision into the future, and the vista shows war as far as the eye can reach. We are taken up with Liberty Loans and Red Cross drives. Our loose change has a way of getting converted into War Savings Stamps. We are at war—we think war—we are surrounded by a war atmosphere.

And the folks who figure in the advertisements are following our lead. They are doing just about the sort of things *we* are doing. That is to be expected.

Some of them are getting lonesome and are enlisting. A few dyed-in-the-wool conscientious objectors will be left—but a little bird tells us with a twitter that they will be blown away in the next draft. At least, we hope so.

Cleveland Advertising Club on Military Basis

In order that members may better cooperate in various war activities, the Cleveland Advertising Club has organized its membership on a military basis.

The organization is known as the War Division of the Cleveland Advertising Club. This has been organized on the basis of a brigade, which is divided into two regiments. Each regiment is divided into five companies of forty men each. The officers are a general staff of four, a brigadier general in command of the brigade, two colonels, a captain for each company, five lieutenants in each company, each lieutenant having seven men to work under him. F. M. Boughton has been chosen Brigadier General; A. H. Madigan, Colonel of the First Regiment, and S. A. Weissenberger, Colonel of the Second Regiment.

The new war division is now planning actively to co-operate in the sale of Thrift Stamps, and it is expected that they will also play an important part when the next Liberty Loan is floated.

Worcester Club Election

R. C. Moore, advertising manager of the Graton & Knight Mfg. Co., has been elected president of the Advertising Club, of Worcester, Mass. Other officers chosen are R. S. Coe, assistant advertising manager of the Norton Company, first vice-president; N. P. Winchell, of the Graton & Knight Mfg. Co., second vice-president; A. F. Smith, Carlton Engraving Company, secretary, and H. D. Millett, E. J. Cross Co., treasurer.



American Library Association

Library War Service

Headquarters: Library of Congress, Washington, D. C.

GENERAL COUNCIL
HERBERT PUTNAM
LIBRARIAN IN CHARGEMANAGER OF CAMP LIBRARIES
MATTHEW S. DUDGSONCONSERVATIVE SECRETARY
GEORGE B. ULEYCAMP LIBRARY
U. S. CAMP DONIPHAN, OKLA.DISSEMINATION OFFICER
WILLIAM L. BROWN

June 3, 1918

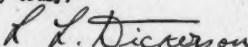
Leslie-Judge Publishing Co.,
New York City.

Gentlemen:

I want to take this occasion to thank you as heartily as I know how for your splendid generosity in sending many duplicate copies of Judge to Camp Doniphan. Several times I have wished that you might see the way these magazines are received. We send nearly all of them to the hospitals where they render the greatest service imaginable. It seems a small thing probably to a great publishing firm to make this contribution, but it is a very big thing for men in hot and dusty camps who are tired or sick to receive Judge while the cover is fresh and the imprint new.

I am sure that I am actually speaking for the men in Camp Doniphan when I say that your contribution is very highly appreciated.

Very truly,



Camp Librarian.

Typical of many letters about soldier-interest in Judge

You can do no other service to our soldiers so easily as to put a 1c stamp on the cover of your Judge every week and drop it into the nearest mail-box.

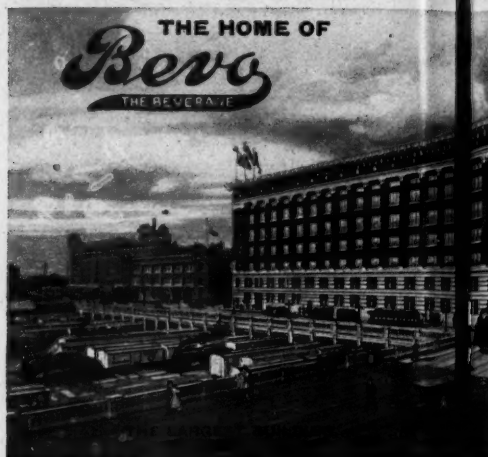
The many thousands of Judges remailed by our readers aren't nearly enough to go 'round. The issues are literally worn out. Every camp reports an eager demand far beyond the supply.

Although we send the few returned copies from our 180,000 editions, they're nearly a month old then. Won't you, remail *yours* as soon as your family has finished reading it—and do so *every* week?

Judge

The Happy Medium

LUTHER D. FERNALD, ADVERTISING MANAGER
ROBERT J. DANBY, GENERAL REPRESENTATIVE



THE Bevo Plant poster is one of a series of posters being placed by us for Anheuser-Busch Brewing Association in over one thousand towns and cities.

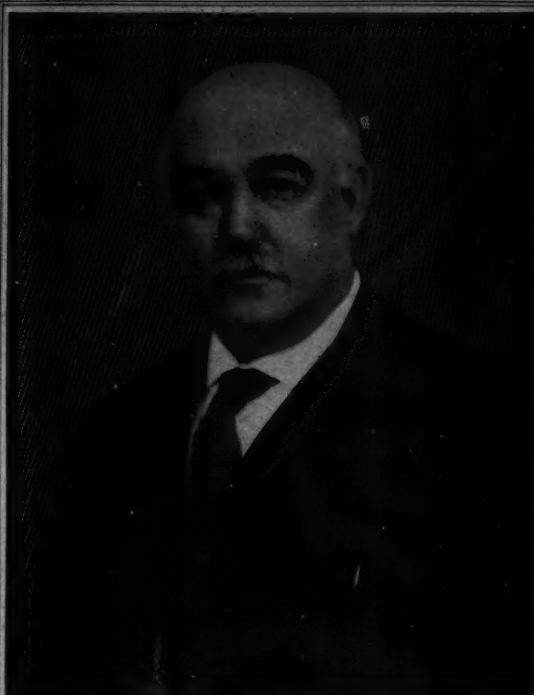
We have handled this account continuously for more than ten years and have, in addition, about one hundred other large

GEORGE ENOS
Poster Advertising



of a national advertisers who have been with
as for us for about the same length of time.
n in About 8,000 plant owners in the United
States and Canada co-operate with us
tinu- in making these poster campaigns suc-
ve, in cessful, because we handle posting ex-
large clusively.

W. S. THROOP, Inc.
Advertising, Chicago, Ill.



BUILDERS *of* AMERICAN BUSINESS

LEW C. HILL, PRESIDENT OF THE
JOHN L. WHITING-J. J. ADAMS COMPANY

"I am a constant reader of *SYSTEM* because I obtain from it much valuable information for my business out of the methods of others which *SYSTEM* describes."

Lew C. Hill

NUMBER CXL in the series of portraits of readers of *SYSTEM*



Automobile Dealers Expanding Their Lines

Many Are Adding Trucks, Tractors, Farm Lighting Systems, etc., to Maintain Sales Volume Threatened by Decreasing Supply of New Cars

By Donald McLeod Lay

THERE is at present a widespread impression in the minds of the American people that automobile dealers are in a more or less desperate predicament due to the radical reduction in factory output, increased selling costs, etc., incident to war conditions. As a matter of fact, most of them have been going along very much as usual, although they are feeling the shortage of cars strongly and also the loss of a large percentage of their skilled mechanics to the army and navy.

The continued proposals in Congress of further reducing automobile production and increasing taxation of manufacturers, dealers and users are largely responsible for the exaggerated idea of the dealers' plight which is held by so many people to-day.

The true status of the situation is that while even the most progressive dealers have been seriously handicapped by the shortage of new cars and other abnormal conditions arising from the war, they are far from being crippled. They are not so much concerned over what has happened as they are over what may happen in the near future.

Considering that there are over 45,000 dealers, garages, repair shops, jobbers, etc., in the American automobile industry, it may be readily realized that conditions adverse to their business would be reflected in every city, town and village in the country. And it is obvious that if the movement to add lines not in the automobile field continues national advertisers of various goods will find new outlets. This applies particularly to manufacturers of farm implements.

At present most of the dealers are just getting along, many try-

ing to arrange their business to tide them over the war period, though others are merely hoping to "get by" until conditions improve. A considerable number are losing money, but intend to hold on as long as they can. Some dealers in prosperous territories who are fortunate enough to get cars are making more money than ever before. These men, however, are comparatively few.

A few large dealers have cleverly secured a supply of cars for some time to come. One of these, the Pence Automobile Co., of Minneapolis, distributes the Buick car over 400,000 square miles of territory in the Northwest through 400 dealers. Having experienced difficulties, largely due to railroad congestion, in getting sufficient cars, the Pence company arranged for a large supply of parts and converted one of its buildings into an assembly plant. Here it assembles its own cars in ample numbers to supply its dealers.

MANY WAYS OF TAKING UP THE SLACK

The dealers who are adapting their business to war conditions are resorting to a number of means to attain this end. The method which is most logical and most frequently used by passenger car dealers is to expand their lines by the addition of other automotive products, such as trucks, trailers, tractors, including plows and other implements for use with tractors, farm lighting systems, stationary gas engines, and their supplies and accessories. There is also a tendency on the part of these dealers to put their used car business on a profitable basis and to conserve their resources by restricting service to car owners to the real essentials. This policy is

in direct accord with the clearly defined "win the war" movement of the National Automobile Dealers' Association.

The addition of motor trucks and trailers to their lines by automobile dealers is a development which would have come sooner or later, even without the abnormal war conditions which are now hastening its arrival. In the past there has been a feeling among the dealers and truck manufacturers generally that trucks could be handled most successfully by exclusive agencies. Setting aside all theories and opinions, however, a study of the truck field shows that the passenger car dealer is the best truck dealer because he already has his sales and service organizations and knows the automotive field. Exclusive truck agencies are few, as only the very large cities can support them and only the largest and strongest truck makers have established them.

TRUCK SUPPLY NOT RESTRICTED

Statistics prove that there is already a marked preponderance of combination car and truck dealers over exclusive truck dealers throughout the United States. There are 5,524 truck dealers in the country, including branches and all other truck-selling organizations. Taking the country as a whole, there are $5\frac{3}{4}$ passenger car dealers handling trucks to one exclusive truck dealer. In the smaller cities and towns there are 4,701 dealers selling both cars and trucks as compared with 823 selling trucks only. Of the 823 exclusive truck dealers, 258, or 31 per cent, are in 24 principal cities; 362, or 44 per cent, are in 293 smaller cities, and 203 dealers, or 25 per cent, are in small towns. Exclusive truck dealers are the more numerous of the two classes in only eight cities of the United States—New York, Baltimore, St. Louis, San Francisco, Birmingham, Detroit, Newark, N. J., and Rochester, N. Y.

As trucks are made in widely divergent types and sizes for various purposes, passenger car deal-

ers usually take on two, or perhaps three, non-competitive models. This gives them a line to supply all needs and permits them to expand their volume of business, increase their revenue and become more desirable representatives. Dealers are learning, too, that in selling trucks they must prove that the motor truck is not so much a money-saver as it is a means to business expansion.

The supply of trucks is not restricted, as in the case of passenger cars. On the contrary, it is increasing at a considerable rate. There never was a more propitious time for selling trucks than the present because the shortage of horses and men in business is rendering the purchase of trucks imperative.

In addition to this growing demand, new possibilities of the truck market are revealed by the rapid spread to all parts of the country of the Return Loads Bureaus being developed by the National Highways Transport Committee. This movement to provide return loads for motor trucks is in line with the promotion of truck transportation as a relief to railroad congestion. By insuring these return loads it removes one of the strongest objections to trucks as media of transportation, i. e., that the truck was a one-way carrier and its return empty after delivery highly inefficient and uneconomical. The natural result is an increase, already apparent, in the number of truck transportation systems such as the Pioneer Inter-State Motor Van Service, of Brooklyn.

AUTO DEALERS AGGRESSIVE TRACTOR SALESMEN

Tractor manufacturers, except those first established as farm implement makers, are turning to the automobile dealers rather than to the implement men. They feel that the energetic sales methods of the automobile men are far more effective with the farmers than the less aggressive work of most implement dealers.

The shortage of farm labor, the necessity for increased output,

and the high prices for farm products all combine to strengthen the present rapidly growing demand for farm tractors. As in the case of the motor truck, passenger car men are the most logical dealers, as they have the necessary sales and service organizations, equipment, etc. Some dealers feel that their tractor business and the sale of the plows and other farm machinery that naturally go with it should be separate from their automobile and truck business. Thus they frequently form a separate company or a branch of their car-selling concern and conduct it in another establishment. An example is the Bryant Automobile Co., of Cleveland, which formed the Bryant Tractor Co. to take care of the tractor and farm implement end of its business.

That automobile dealers are taking on tractors in ever-increasing numbers is shown by a survey of the dealers in cities and towns all over the country. Of course, the tractor is a more attractive proposition to the small-town dealers at first glance, yet hundreds of tractors are being sold every month in salesrooms on Broadway to farmers in the area that feeds New York City with its garden produce. A successful combination of tractor selling, with a garage and passenger car business in a small city is that of the Busch Garage, in Red Wing, Minn. This company handles the Buick, Dodge and Chevrolet and the Samson tractor. It stages a demonstration on some progressive farmer's land, invites all the farmers for miles around and serves lunch and hot coffee.

FARMS BECOMING MOTORIZED

Automobile dealers are finding that when they get one tractor in operation on a man's farm it will quickly sell others. C. U. Williams, of the C. U. Williams & Son Co., Bloomington, Ill., is selling cars, trucks and tractors to farmers. His acquaintance with the trend of agricultural development convinced him that the complete motorization of the farm was not only a possibility, but an in-

evitable necessity. He organized a subsidiary company, the C. U. Williams & Son Tractor Co., and divided it into two distinct departments, wholesale and retail. Mr. Williams says of the present situation in the tractor and farm implement field:

"As I see it, the day of the general line implement dealer is passing. Soon there will be nothing but power farm machinery in demand and the dealer who sells the tractors—and we believe this will be the automobile dealer—will sell all these other power machines and will thereby become the mechanical outfitter for the farm."

In this motorization of the farm automobile dealers are beginning to make worth-while progress. In addition to selling tractors and the plows and other farm machinery which naturally go with them, many dealers are taking on farm lighting systems. The sale of these systems works in very successfully with tractor selling, and but little capital is required. Incidentally, all manufacturers, jobbers and dealers of tractors, trucks, trailers and all other farm implements and machinery must operate under a license issued by the United States Food Administration. This ruling went into effect June 20.

GAS ENGINES LOGICAL LINES

Farm life is rapidly moving to a higher level in every way, as farmers adopt business methods and labor-saving machinery. Most of this machinery is driven by gasoline engines, so it is only logical for the wide-awake automobile dealer to become an automotive dealer as soon as he can without overstepping the bounds of prudence and good business.

An example of what is being done in various sections of the country is the "Win-the-War show," held in its four-story building by the Roberts-Toledo Auto Co., Toledo, Ohio, during the Toledo show in February. This company published a full-page newspaper advertisement featuring Chevrolet and Mitchell cars, Star and Elgin tractors, Republic

trucks, and Lally farm lighting systems. Another dealer furnishing a striking illustration of this automotive tendency is the Weber Automobile & Implement Co., of St. Louis, which handles Maxwell, Hupmobile and National cars, Maxwell and Armleder trucks, Minneapolis and Keck-Donnerman tractors, Alamo farm lighting systems, and Sandwich gas engines, in addition to accessories, steam engines, power feed cutters and other farm machinery.

One of the ways in which dealers are seeking to retrench and to turn a profit leak into a profit builder is in getting higher prices for used cars. The scarcity of new cars accounts in some measure for the willingness with which customers pay higher prices for used cars than the dealers formerly dared to ask, but the main reason for it, according to the dealers, is the psychological attraction of the higher price itself.

In its "Win the War" campaign the National Automobile Dealers' Association is urging dealers to eliminate all unnecessary service requiring the use of mechanics; to teach car owners to keep their tools and equipment in good condition and to make all minor adjustments and repairs; to close up shop on Sundays and to stop all-night service except where necessary for cars used in essential pursuits, commercial trucks, etc.; to establish classes to educate mechanics, drivers, etc., and to encourage apprentices in shops; to put all work on a cash basis, thus reducing office work; to eliminate waste of gasoline, oil and grease by proper shop methods and systematic handling, and to reduce the number of demonstrating cars and cars used by salesmen, thus making for a double economy, not only saving the use of these cars, but also the time of mechanics.

The dealers' association is getting dealers, particularly in the small towns, to co-operate wherever possible for the elimination of waste and the improvement of business conditions.

One of the important features of

the work is the suppression of rumors detrimental to the industry, many of which have been in circulation this spring. Among them is the story that the Liberty motor is a failure and the rumor that motoring must be discontinued on a number of Sundays because of a shortage of gasoline. So strong was the circulation of the latter rumor in and about Milwaukee that the Milwaukee Automobile Dealers, Inc., offered a reward of \$1,000 for information that would lead to the arrest and conviction of anyone circulating this false report. This action effectually put a stop to its further circulation.

How enterprising dealers can successfully meet the problem presented by rising costs, labor scarcity and diminishing profits has been demonstrated by the H. A. Dougherty Motor Co., of Kansas City. Seeing his business confronted with these threatening conditions, Mr. Dougherty began to fight the great war right in his own shop. He spent a little money on time and labor-saving devices, reduced his working force, standardized the parts used, systematized the whole shop, increased his output and made his truck body business a big profit-builder instead of a mere convenient adjunct to the sale of truck chassis.

Some dealers are using women workers very economically and successfully in their endeavor to reduce operating costs, but these are still few and far between.

Taken altogether, the situation of the automobile dealers of the United States is far from desperate. As outlined, they can meet the new conditions in any of a variety of ways, the choice of which must be determined largely by local conditions. Wise dealers are planning to adopt the best method as soon as possible and to develop it to the best of their abilities. Dealers who are waiting for conditions to improve, but are not doing anything about it, are risking everything uselessly and are practically certain to lose—if not in one way, in another.

"Concentration Is the Nation's Watchword"

Dominate Philadelphia

When you buy advertising space in "The Bulletin," you deal in known quantity and quality, and enjoy the benefit of known rates that are absolutely not deviated from.

You can dominate Philadelphia at one cost by concentrating in

The Bulletin

The newspaper "nearly everybody" reads.

The net paid daily average circulation of "The Bulletin" for May was 409,888 copies.

"The Bulletin" is the only Philadelphia newspaper that prints its circulation figures regularly every day.

New York Office
DAN A. CARROLL
Tribune Building

Chicago Office
J. E. VERREE
Steger Building

Detroit Office
C. L. WEAVER
11 Lafayette Blvd.



Newton Diehl Baker
Secretary of War

*The man—
the message—
the medium—*

Hearst's MAGAZINE

See "The American Army of To-day"
in the July Number



Do You Market a Food Product?

THE RUMOR MONGERS in attacking the foods sent to the army indirectly assail the good faith of every manufacturer of a food product.

These rumors arise in false statements and perversions of facts.

THE CHRISTIAN HERALD is turning the searchlight of truth into this maze of fiction.

In the issue of July third Charles Grant Miller brought unequivocal statements of Army and Navy officials together in a leading article which showed why we have the best fed Army and Navy in the world.

This article will be followed by others; one from Edward Mott Woolley is about to be published, which will follow the vagrant rumor into its farthest lair.

Advertise Your Food Products in

The Christian Herald

75 Per Cent. Circulation in Towns Under 10,000

Bible House

New York

Distress of Publishers Makes No Impression on Congressmen

Members of Ways and Means Committee Listen to Presentation of Publishers' Representatives on Zone Postal Law—Skeptical of any Serious Harm

Special Washington Correspondence

PERIODICAL publishers were compelled to fight, inch by inch, as one might say, in their effort at Washington last week to convince the Ways and Means Committee of the House of Representatives that there should be a suspension of the increase in second-class postage rates ordered by the present Congress.

In days gone by there have been occasions when delegations of advertisers and publishers, appealing on legislative issues, to committees of Congress, have been almost resentful of the unresponsive attitude of the auditors, fearing that it indicated lack of serious interest. In the present instance the Congressional body that granted no hearing to publishers prior to framing the "war tax" bill of 1917 not only shows a disposition to make up for lost time but is manifestly "loaded for bear."

The gruelling cross-examination to which each publisher who appears is subjected is particularly significant in that it betokens a disposition to allow nothing to go by default. The Ways and Means Committee, aroused by the protests and accusations that have been made as a result of the campaign in periodicals, does not intend to pass up the second-class issue for disposition on the floor of the House nor in the Senate Finance Committee, but has accepted the gauge of battle on its own responsibility. The hearings at Washington indicate plainly what arguments the publishers will have to meet and also indicate, possibly, that publishers must come to Washington prepared to face all the figures that the Post Office Department can supply to the Committee in justification of rate increases.

Because of the searching and

exhaustive character of the cross-examination, the two days, Friday and Saturday, June 28 and 29, allotted to periodical publishers were consumed by two witnesses—E. T. Meredith, vice-president of the Agricultural Publishers' Association, and Charles Johnson Post, Director of the Publishers' Advisory Board. Each of these had a set speech in presentation of the case against the second-class increase, but these prepared statements served as no more than introductory remarks, nor was the lively cross-examination that ensued by any means restricted to the points that the publishers have raised in their prearranged argument.

MEREDITH FAVORS FLAT RATE

When Congressman Garner met Mr. Meredith's criticism of the zone system with a question as to whether he was willing to pay a flat rate "sufficient to pay your way through the mails," the publisher of *Successful Farming* replied: "A flat rate on all publications would be heaven by the side of this thing." When the Congressman persisted with his question Mr. Meredith said: "Yes; if you will appoint a commission which shall arrive at a rate of postage like the railroads do on freight rates." Congressman Moore interposed: "How would you get the post office to co-operate on that?" "I would leave it," answered the publisher, "to a bunch of papers to come in and see that they adopt the system that does not hurt us."

Mr. Meredith admitted that not all publishers are a unit in opinion as to the flat rate in preference to a zone system—told, indeed, of one farm journal publisher who had stated to him in confidence that he was highly in favor of the zone system, "because

he says it will keep every other farm paper out of his State." His own position he indicated by the statement: "I am absolutely opposed to the zone system. It means the ruin of the business with wide circulation." As a sidelight on the expedients which publishers have in mind for dodging the zone system, Mr. Meredith related: "Mr. Alvin H. Sanders, of the *Breeders' Gazette*, says he will not send his paper to California if this zone system is put into effect."

A rather peppery interchange was precipitated as a result of Publisher Meredith's assertion that a number of farm papers have already gone out of existence in anticipation of the burden of the zone system, a statement he supported by reading from PRINTERS' INK the valedictory of the *Woman's Farm Journal*.

LET ADVERTISERS PAY, SAY CONGRESSMEN

All through the discussion various members of the Committee intimated the belief that publishers would simply increase advertising rates to cover any additional postage burden that may be imposed upon them. Thus Congressman Rainey at one point remarked: "Here is a magazine that is increasing its live-stock advertising rates from \$2.80 to \$3.85 per inch. They are increasing their advertising rates right along, and do not seem afraid to do it." Mr. Meredith strove manfully, though without complete success, apparently, to impress upon the Committee that increases in subscription price—say, in the case of his own publication an increase from 25 to 50 cents per year, which he said had already been determined upon—would be attended by grave shrinkage of circulation if, in the case of the weaker papers, it did not put the publications out of business.

Using Mr. Meredith's figures, Congressman Sterling figured that only seven or eight per cent of the farm papers discontinued last year, and contended that this was not an abnormal mortality as com-

pared with the grocery business and other lines of business. The publisher insisted that this interpretation did not adequately sense the situation inasmuch as the discontinuances noted meant the disappearance of a circulation of 3,500,000 or between 15 and 16 per cent of the 15,000,000 circulation of the farm papers. Congressman Sterling also argued that in so far as the farm press is concerned the zone system cannot prove the hardship that has been represented because, as he deduces, farm papers as a rule have a sectional rather than a national circulation.

There was more or less discussion throughout the hearings, but no agreement of opinion as to the extent to which the strong publications will benefit in the event that weaker periodicals should be driven out of business. Representative Sterling put to Mr. Meredith the question: "Don't you think that a really valuable farm paper would be greatly benefited if all of the poorer ones were put out of business?" The reply was, "If you ask me as to farm papers I will answer, yes; I hope to make money out of the death of other farm papers, if you kill them, but that is not in the interest of the development of the United States and the farmers of America, and I am not in favor of your killing these other farm papers."

TELLS ABOUT PUBLISHERS' ADVISORY BOARD

A considerable portion of the cross-examination of Charles Johnson Post was devoted to a probe of all the financial arrangements of the Publishers' Advisory Board including details of the assessments paid by members, salaries allowed and all disbursements in connection with the campaign against the postage rate increase.

After explaining that the Publishers' Advisory Board has a membership of 262 general magazines, business, farm, medical and religious papers whose readers aggregate in round numbers 35,000,000 persons, Mr. Post pro-

ceeded to show that the periodical is a social instrument of such vital importance to education, to progress, to the news of current achievement and current thought, and is so purely and obviously an intellectual means of communication among humanity, that any restriction upon its accessibility is socially destructive. That this principle was recognized in the earliest days of American postal development was proved by quotations cited by the speaker from the annual messages of George Washington; and later from the speeches of Charles Sumner, and from the annual report of Postmaster General Vilas, during President Cleveland's administration.

The postal zone system, Mr. Post stated, has been condemned by all the postal commissions created by Congress up to and including the Hughes commission, which probably went more deeply into the matter than any of its predecessors. Previous to 1885, when the cent-a-pound rate on periodicals was adopted, the 5-, 10- and 15-cent magazines were undreamed of. The new low rate brought about a tremendous expansion in periodical literature and enabled people of small incomes to enjoy the benefits to be derived from high-grade magazines at a price that did not cover the cost of manufacture. Cheap reading matter of all kinds is now available because advertising carries the main cost of publishing, and also because publishers can deliver their products to any part of the country at reasonable flat rates. Continuing, Mr. Post said:

"What the reading pages of a periodical are to the intellectual progress of this nation, the advertising pages are to the economic growth of our country; for national advertising is also a new instrument of economic progress and social service that has developed with periodical growth. National advertising is the greatest social and economic instrument ever devised for the distribution of manufactured wealth and its production. It has made possible to the manufacturer the

establishment and rapid growth of a business which, without the development of advertising, would have taken years or would have been impossible. Advertising is nothing more nor less than a salesman, an automatic, sleepless salesman who can perform selling functions at an infinitesimal cost and in regions and to people that would be inaccessible through the old-fashioned channels. When legislation attacks national advertising, through the postoffice or by any other means that will restrict it, it attacks and restricts wealth-production itself.

"This postal 'zone' law, no matter by what name you call it, is nothing but a discriminatory tax against national advertising.

THERE IS NO POST OFFICE DEFICIT

"It has been represented by the defenders of this law that it was enacted in order to cut down an alleged postoffice deficit. In the first place, the Postoffice Department has shown, instead of a deficit, a surplus of over \$12,000,000 last year; and in the second place, this law, alleged to have been adopted because of a postal deficit, specifically exempts certain classes of mail matter from the payment of any postage whatsoever. There is no one argument that can be advanced in support of the carrying of this mail, for which no charge whatsoever is made, that does not apply with equal force to maintaining the periodical postage law of 1885 as applied to American magazines and periodicals.

"This postal zone legislation has been ostensibly based on a non-existing postoffice deficit. It ignored the findings of the latest United States postal commissions who investigated this subject. The last postal commission, known as the Hughes Postal Commission, unequivocally condemned the postal zone system. It ignores the findings of the Commission just previous to the Hughes Commission, known as the Penrose-Overstreet Postal Commission, which also condemned the postal zone system."

Mr. Post, by the aid of charts,

presented in condensed form the financial and economical relation of periodicals to the development of the postoffice and the nation. From 1837 to 1863, when the old zone system was abolished, there was no growth in the postal service but during the next twenty years the per capita revenue jumped from 25 to 85 cents, an increase of over 300 per cent. In 1885 the one-cent a pound periodical postage law was established for the encouragement and development of widespread and accessible reading and information. Under this law the postal receipts went up from 80 cents per capita to \$3.16 per capita in 1917. While the population has only approximately doubled since 1885 the postal receipts have increased about 400 per cent.

Continuing Mr. Post said:

"If it is true that the cost of delivering magazines is a heavy burden upon the postoffice, it must absolutely follow that those states which have the greatest volume of periodicals to distribute per 100 inhabitants must have the greatest deficits. New York, which is one of the Eastern publishing centres, has a circulation of 14.4 periodicals per 100 inhabitants; it has a heavy magazine circulation. The New York State postal service has throughout the State the same burden of cost for delivering these periodicals as has any other state. But we may ignore this feature for the moment and take that state which is the farthest away from New York State, and hence would show, naturally, the heaviest charge for distribution and delivery. Let us take California as a state most remote.

"California has 27.5 magazines per 100 of population and should, according to the logic of the postal 'zones' advocates, show a postal deficit. But we find that California shows a postal surplus over its postal expenses of over 28 per cent. We find that Montana, a State which certainly cannot have a low postal delivery system, has a circulation of 31.2 magazines per 100 population, which should give them a scandalous deficit; and, on the contrary,

we find that Montana has a postal surplus of over 27 per cent.

"In the Postmaster General's report, 1917, we find that the total shipments of periodicals by freight during the fiscal year consisted of over 4,300 carloads, weighing over 127,000,000 pounds not a mere laboratory experiment in postal efficiency but an actual practice of over 12 per cent of the total volume of periodical circulation—and he stated that this poundage was transported at a cost of a very close approximation of $\frac{1}{2}$ cent per pound. This, therefore, gives us one definite factor.

"This postal 'zone' law is a slightly disguised, discriminatory tax upon advertising. It discriminates against national periodicals and their advertising pages through postal charges, and in favor of publications of local circulation, upon whom is laid not one penny of postal charge or advertising tax.

"The periodical publishers do not oppose an advertising tax; but they do demand that, under the constitutional right of equal treatment through legislative enactment, that if a tax upon advertising is laid it shall be laid equally upon all publications carrying advertising; and not single out solely for advertising taxation those periodicals of national circulation, and favor those of local circulation by complete exemption."

Sears Roebuck Complaint Settled

Sears, Roebuck & Co., Chicago, have been ordered by the Federal Trade Commission to desist from certain unfair methods of competition, including the circulation of false and misleading advertisements which the company admitted had been practiced.

Sales of sugar at less than cost, conditioned on the purchase of other groceries on which a sufficient price was received to give a profit on the combined sale, was one of the practices disapproved by the commission. The company also was ordered to stop advertising that its representative supervised the picking of tea offered for sale; that all of its coffees were purchased direct from the best plantations in the world, and that competitors of the company did not deal honestly with their customers.

Merchandising Food in Cleveland

IF it were only because of Mrs. Alice Gitchell Kirk's Housekeeping Page in *The Plain Dealer* that alone would be sufficient reason for the advertiser of food products to centralize his national or territorial advertising in *The Cleveland Plain Dealer*, for Mrs. Kirk is more than "mentor, guide and friend" to Cleveland housewives—her pages are read by wide-awake merchants for selling inspiration.

Cleveland merchants don't need to be driven. They are enterprising. They try to anticipate the demands of their customers. They advertise intelligently. And they read *The Plain Dealer* not alone for Mrs. Kirk's tips and for the advertisements of manufacturers but for the day's earliest—and most reliable—market information.

In addition, *The Plain Dealer's* own Service Bureau is at the command of the advertiser according to his needs, whether he calls merely for information or energetic cooperation in putting on an intensive campaign.

Data showing the predominance of *The Plain Dealer* in Cleveland and the important towns within 100 miles around, sample pages of Mrs. Kirk's department, and outlines of what assistance may be expected will be promptly furnished on request.

The Plain Dealer

First Newspaper of Cleveland. Sixth City

Eastern Representative:
JOHN B. WOODWARD
Times Building, NEW YORK

Western Representative:
JOHN GLASS
CHICAGO: Peoples Gas Bldg.



What's Good Enough for **U**ncle **S**am
is Good Enough for

WE USED to call it "ACME"; but so great has become the demand for our mimeograph paper for Government use and war service that we have changed the name to

"ARMY" Mimeograph

As uniform as the clothes of a soldier. Toughened for service. Adaptable. Army Mimeograph is effective on the firing line from reveille to taps.

THE WHITAKER PAPER COMPANY
CINCINNATI, OHIO

Birmingham Detroit Atlanta Richmond, Va.

BAY STATE DIVISION—BOSTON
SMITH, DIXON DIVISION—BALTIMORE

New York Office—501 Fifth Ave.

Chicago Office—Continental &
Commercial Bank Building



Four Stores Join in Mail-Order Advertising

Canadian Firms Unite to Give All-Round Service—Catalogues to Cover Whole Section, the Cost to Be Shared by All

OUT of the North Country comes the news that a new idea is being evolved to meet the mail-order competition of the large department stores. The idea is for four stores of different classifications to combine in the issuance of a catalogue to be distributed throughout the country in that district. The idea was conceived by merchants in the town of New Liskeard and the firms which have entered an agreement to carry out the project are the George Taylor Hardware Company; Wesley McKnight, men's furnishings; Elliott & Co., dry goods; S. Greenwood & Sons, grocers.

By combining together in the issuance of this catalogue these merchants have in reality all the advantages of a department store or mail-order house. One of the reasons for the loss of trade to the mail-order houses in the past has been the advantage of wide selection which the consumer has had. For instance, if an order were being made out for some groceries to the mail-order house and a small order for hardware amounting to \$1 or \$2 in value was needed it was a simple matter to include the order in the one with the groceries. Very often the consumer would be content to buy at the local grocery store if it were not necessary to make the buying trip especially for the article or articles in question. When the consumer starts to make out an order he usually goes over his complete list of wants. The merchants of New Liskeard have found that quite a lot of business has been slipping away because the consumers have been inclined to make up these combination orders.

This arrangement has progressed so far that these four concerns have each agreed to contribute a certain amount toward the expense. The catalogue will com-

prise between 1,400 and 1,500 pages. With hardware, groceries, dry goods and men's wear the lines will be as complete as any consumer would wish for. Some of the merchants who conceived the idea took it up with the Board of Trade with the hope that all the merchants could be interested in the scheme. This was later found to be impracticable and it remained for the merchants themselves to take the initiative in the matter. The result of these deliberations was that four concerns decided to go into the scheme.

MAY SEND ORDER TO ANY ONE OF
FOUR

"It was, of course, necessary to get concerns into the arrangement who would have the confidence of the community," stated the manager of one of the companies, in describing the scheme to *Canadian Grocer*. "These concerns who have decided to go into it are well-established and have a business connection in the community extending back for some time. Not content with this assurance to the community we have made arrangements with the bank to make the financing of the proposition comparatively simple. The bank will make adjustments according to the amount due the various stores from each of the orders."

The arrangement has the advantage of constituting each of the parties to the agreement a committee to see that the balance of the order is filled out properly. For instance, if the order were mailed to the grocery store and there were orders for the other three stores contained therein, the grocery store would undertake to see that the balance of the order was secured and shipment made at the same time. This would be accomplished by getting in touch with the other concerns and hav-

ing them deliver ready for shipment the goods required. In this way the one order from the consumer would suffice to set the wheels of trade in motion within the town and so relieve them of the necessity of making a special trip to do the purchasing.

When an order of sufficient size is thus made up the saving in delivery charges would be considered as compared with the mail order house. For the goods are usually sent by express from the mail order house. Where carrying charges are included in the price of the article this must of necessity be added to the cost of the article. Where the consumer pays the express charges on receipt of goods it comes out of his pocket more directly. Express charges are based on the weight of parcel and distance to be carried by the express company. Whether the consumer pays the express charges or whether the mail-order house pays them, they are eventually added to the price of the goods. Carrying by express is more expensive than carrying by freight, when the goods are brought in in large quantities. The retail store has the advantage in this respect in that it is closer to the point of distribution. This works out to the advantage of the retailer when the price of way freight shipments is considered as compared with the cost of carrying in carlots. For instance, two of the items instanced were those of paper and nails. By way freight the cost of shipment of paper from Toronto to New Liskeard is 56 cents per hundred pounds and on nails 59 cents per hundred pounds. When these commodities are brought in in carload lots the cost is 39 cents per hundred pounds. This difference is often sufficient to allow the retailers a good margin and at the same time allow them to undersell the mail-order house. As an instance where it is possible to beat the mail-order house take the sale of oyster shell, used to a large extent for poultry. The department store sells this at \$1 per hundred pounds plus the freight which costs 62 cents per

hundred to New Liskeard from Toronto. This oyster shell can be laid down in New Liskeard to be sold at \$1.25 per hundred and when the freight delivery charges of 15 cents per hundred are added to other points in the district the cost to the consumer is brought to \$1.40. The cost to the consumer from the mail-order house on the other hand is \$1.62. This enables the consumer to save 22 cents per hundred by buying locally. If quantities of 500 pounds are purchased at one time the price is \$1.32 per hundred pounds. In large quantities such as this the clear saving would be 32 cents per hundred pounds.

This is but an instance of what can be done in the way of meeting the mail-order competition. Furthermore, there is an advantage to be given the consumer in the matter of quicker delivery. With the retailers on the ground nearer to the point of distribution the consumer can have his goods delivered in most instances the same day and the outlying districts the day after the order is sent. With the mail-order house it often takes much longer.

The idea which is being evolved in this instance is indeed a new one. It will be watched with a great deal of interest by merchants everywhere. It means that the merchants of a particular community are combining their efforts to give as complete a service as the mail-order house. It would seem to have all the advantages of the mail-order house in convenience in ordering goods, with some of the disadvantages left out. For there would be the same range of goods to select from, the assurance that the order will be filled without further trouble on the part of the consumer, prices would be equally as low as the mail-order house, and delivery would be better.—*Canadian Grocer.*

Added to Staff of Walter B. Snow

Granger C. Lederer, formerly production manager of the Moss-Chase Agency, Buffalo, N. Y., has joined Walter B. Snow and Staff, Boston.

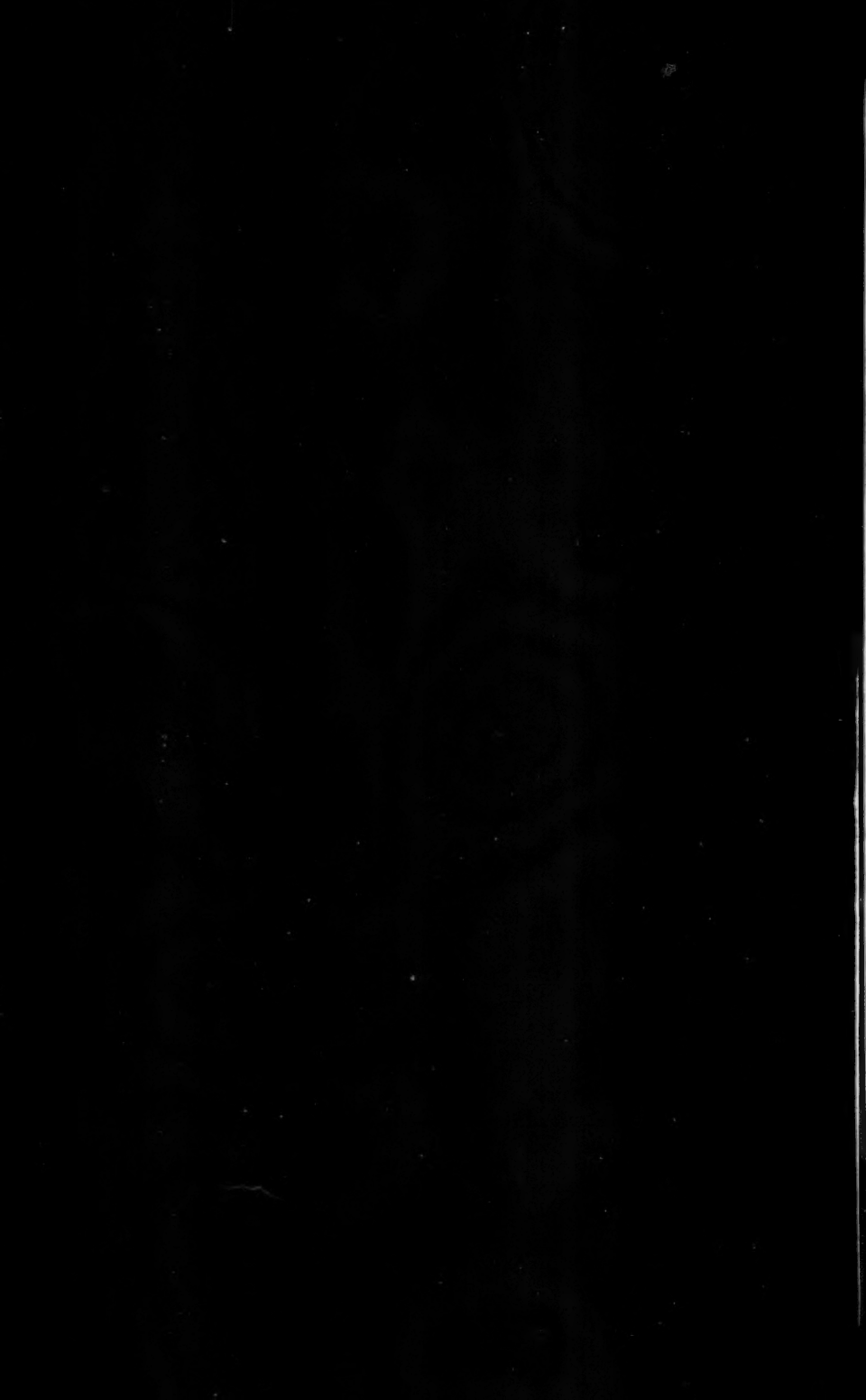
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WE are safe in saying—backed
by the United States Chamber
of Commerce and the United States
Census reports—that

**Fruit Growers
as a
Buying Force**

are vastly superior to any other class
engaged in agriculture.

Green's
**AMERICAN
FRUIT GROWER**

The National Fruit Journal of America

is the only publication reaching this
great class, and offers more and better
opportunities than can possibly be
found in any other agricultural
medium.

AMERICAN FRUIT GROWER CO., Inc., Chicago, Ill.

Samuel Adams, Editor-Publisher.

Paul C. Stark, Associate Editor.
Charles A. Green, Associate Editor.

Member Agricultural Pub. Ass'n.
Applicant for membership A.B.C.

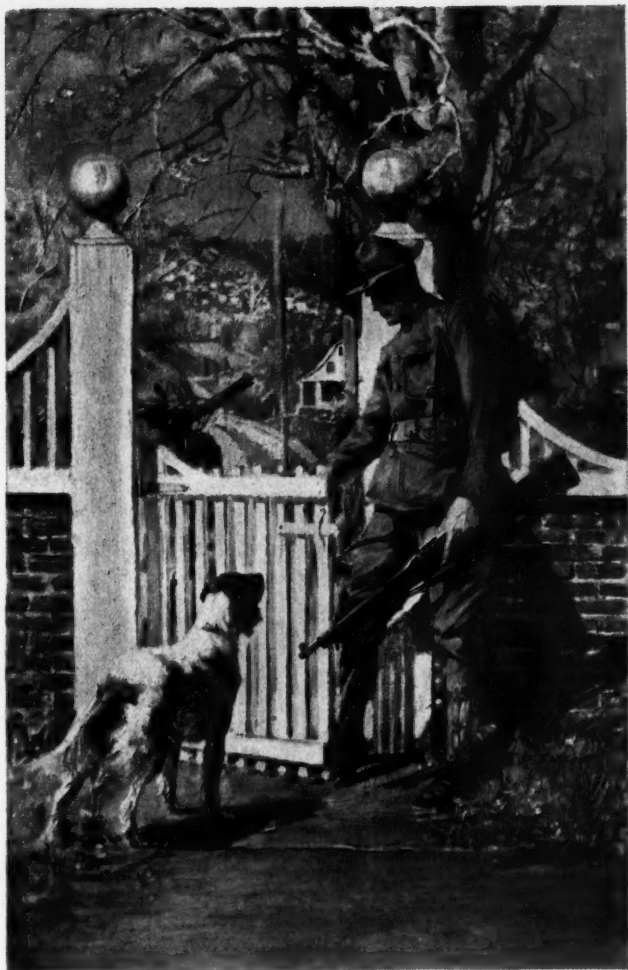


Four-Color Process Miniature Reproduction of
Lithograph in Eight Printings.



This poster is one of the many used by the Government in advertising the sale of the Third Liberty Loan bonds. Shown in every section of the country, it would be impossible to estimate exactly the amount of influence it has had in selling the bonds, but certainly it has been a notable force in arresting the attention of every American. This is primarily the purpose of a poster—to fix the attention on its message.

It was lithographed by The Forbes Litho. Mfg. Co., from a sketch by Howard Chandler Christy.



"Not This Trip, Old Pal"

Four-Color Process Miniature Reproduction of
Lithograph in Eight Printings.

Copyrighted 1917 by Hercules Powder Co.

While the Government has been using color lithography with wonderful results in advertising the Liberty Loan, War Savings Stamps, Food Administration Rules, and other items connected with the war activities, many business houses have assisted the good work of arousing public enthusiasm for the Allies' cause by issuing printed material of a patriotic nature. The subject herewith is a calendar and art plate lithographed by The Forbes Litho. Mfg. Co., for Hercules Powder Co., of Wilmington, Delaware.

Live Manufacturers —Listen!



ALL the roll of the best-known products in this country. You will invariably find that the *trade-mark value* of a *brand* in the hands of these large successful merchandisers, is greater than the value of the actual tangible assets behind that brand.

★ ★ ★

Q Wouldn't you, if you could, buy the name UNEEDA, even without the factories and stock? Wouldn't you buy, if you could, the name PALMOLIVE—WRIGLEY—or GILLETTE?

★ ★ ★

Q You would, and why?—Because the value of each name lies in the belief of *all* the people in that brand. Constant affirmation and repetition have built *belief*. Such universal *belief* in a product can be built most quickly and most economically through Poster Advertising.

★ ★ ★

Q We know, because for fifteen years our executives have devoted 100% of their business lives to this one medium—and they have helped to bring about success after success through this basic idea of *Building Belief*.

★ ★ ★

POSTER ADVERTISING CO., Inc.

511 Fifth Ave., New York People's Gas Bldg., Chicago
Atlanta Cincinnati Cleveland Milwaukee Richmond St. Louis



Back to First Principles

A Manufacturer Discovers the Essential Viewpoint

By Daniel Louis Hanson

IT had been a hard day for Jonathan Brown—the hardest in thirty-five years; the first one in all that time when a report of the brass shop's turn-out for the day previous hadn't been laid on his desk for inspection and his final O K—that had been bad enough. But now had come the heaviest blow of all—he had been refused admittance to the brass shop! The chap at the door had been very decent about it.

"I haven't any doubt but that the district manager will issue you a permit, Mr. Brown," he had said, "but my instructions from the Government are very strict to let no one not immediately connected with the work into the shops."

Jonathan Brown came back to his office on the second floor and sank heavily down in his chair—locked out of his own shop! Good heavens; what though it was munition work, he could give them cards and spades on handling it, even if he never had seen a nine-inch gun in all his life. Then he sat back again, for the memory came to him of that long and bitter interview of a week ago with the upstanding young man the Government had sent on from Washington to look over the plant.

"We shall have to speed up production," he had said. "Some of the foremen are a little behind times" (that chap hadn't known how near he came just then to being thrown headlong out of the office); "possibly we shall have to put in some new men here and there."

"These men have been with me for many years, most of them. I could easily have kept my shop running on orders, but I thought it only decent that I make a tender of it to the Government at this emergency, especially as I was assured that all the help

would be kept on," Jonathan Brown had answered.

"Yes, certainly, Mr. Brown"—he had noticed with irritation that the official was soothing in tone as one is toward a wayward child or an aged person—"we mustn't lose sight of that—of keeping intact your organization—yet we must speed up production; we must efficiency-ize the shop."

"That was done five years ago, sir. Dr. Taylor himself, a long time friend of mine, gave it his personal attention. We pulled through that—to most plants critical period—without losing a man, though the output was increased fully 30 per cent. Only a year before his death, Dr. Taylor gave us another look-over and found things in the best of possible conditions."

"Certainly, Mr. Brown" (again that soothing tone), "but things have changed so absolutely during the last year that possibly we may have to make some changes in methods. Of course we will be careful so as not to disturb your organization, yet we must get output; then some more output."

THIS SEEMED THE FINAL BLOW

And now he was shut out of his own shop; out of that which had been an inspiration to him through so many years—ever since that day, thirty-five years ago when he had started with three men in a backroom on Desplaines Street and had come home at night so happy because at last he was a man handling other men. Only last month he had had three thousand men on his payrolls in Chicago and at the Ohio bathtub foundry. Now a thousand were taken away from him. He wasn't even allowed to go in and see them work; he couldn't enjoy hearing their "Good morning, Mr. Brown," and see in their eyes that they really were both proud and

fond of him. All that was denied to him.

The Government had asked him to cut down the output of his enamel bathtub foundry 75 per cent. That he had done and had been able to hold his men together on cast iron pipe and plate work. He had had to make a big wage concession to most of them because of the change; so much so that his cost department had warned him he couldn't more than break even—that possibly he might face a loss on the Ohio plant, but he didn't worry. Was it not his duty to do something for his country? What else could he do, he without a son to send across the water, without a daughter to give to the great and only work of saving the principles of democracy to the world?

So he had laughed at his cost department and had said, "Go ahead" to his Ohio superintendent. But that was still his plant; he could go down there any day and walk it from end to end, could climb down into the pits, could mount into the gallery beside the cupola—could do anything, could go anywhere and there was none to say him nay.

But that was four hundred miles from his office, so that visits were only occasional. It was the brass shop on the fourth, fifth, sixth, seventh and eighth floors just above him; he could smell the metal when they were pouring off—that he had revelled in during all these years. And now he was denied admittance to that. No, he wouldn't ask for a pass from the district superintendent, that was the chap who had talked about speeding up and all that; besides Jonathan Brown knew in his heart of hearts that he wouldn't be granted such a permit.

Jonathan Brown turned towards the window and looked out over Goose Island, with its smoke and dust and the river beyond almost filled with long-masted schooners and fussy little tugs; sixty years old, at his best, as he knew—and Jonathan Brown was honest in his self-inventory. Anxious to do

something for his country and now that country had taken over his business, his machines, his men, but the very best of it all, himself, had been pigeonholed.

Why, man alive, he could go into that brass plant and hold those thousand men contented and working at top speed even in that day when discontent and falling production was the cancer eating into the productive capacity of the nation's workshops. Himself, the very best part of the Jonathan Brown Company, had been pigeonholed. Without him what would all these machines amount to; without him what would all these men accomplish?

LIKE A HOUSE OF CARDS

Then the door opened and Samuel Rayburn, his sales manager came in, laid a clip of papers on the desk and looked at his chief for an invitation to sit down. He got it, though not in a cordial tone. "What is all that stuff?" demanded Jonathan Brown pointing at the papers.

Mr. Rayburn accepted the invitation so grudgingly given, sat down and, unfolding his papers, proceeded to state his mission.

"I have been going through the building reports this morning and also our list of salesmen, and I have some points I would like to raise." With that as a running start, Mr. Rayburn talked without interruption for four minutes, then Jonathan Brown sat up straight in his chair and broke in.

"Stop right there, Sam! I have got you as fully as if you had discoursed for a full hour—and this office is no gymnasium. I can see clear to the horrible end. The Government has taken over a third of our manufacturing force; the bathtub output has been reduced two-thirds; building activities have fallen off so that even a flivver shies at a pile of brick and lumber alongside the curb. There isn't any building, therefore no one needs plumbing or heating material. Cities and commonwealths are urged not to issue bonds, so no cast iron pipe will be needed for water or gas

mains, nor for culverts. No buying, no selling; no selling, no salesmen."

"Yes," conceded the sales manager, "but there is an angle or two—"

"Never mind the angles, I have been rubbing against a few of them this morning—the new angle of business—and I am too sore to stand any more just now. I must insist that you apply colors in your conversations with me by means of a brush and not trowel them on. Now, why in the name of Business Sense didn't you just write out your resignation without indulging in this long preamble. If there are no sales, no salesmen, what in thunder do we want a sales manager for?"

"If you feel that way—" began Rayburn.

"How else can I feel? Haven't you prepared the way for me to feel that way? You have so murkied the atmosphere that I imagine myself in a forty-foot deep ink well with not a star shining overhead. Another minute of your Jeremiad and I should have gone out into the river head first."

"I have spent nights over this subject," pleaded Rayburn.

Jonathan Brown reached clear over the desk and touched the arm of his sales manager: "Come to me just before leaving this evening, Sam, and I'll see that you get something which will enable you to spend your nights as they should be—in sleep. So you were planning to wipe out the sales force of the Jonathan Brown Company, were you?"

"Only in part of course, and for the period of the war merely."

"Only cripple it, eh, then intern it! The moment the dove of peace lights you will immediately put a new and complete sales force into the field and business will roll in as if we hadn't been hibernating for a series of years."

TO FIGHT AGAINST UNPREPAREDNESS

"But there is nothing for them to do now."

"Isn't there? What about getting ready for that after-the-war

rush in building that is bound to assume the proportions of a tidal wave? Haven't you drawn one lesson from all this we are now going through—that of preparedness? You can no more assemble a business organization in a week and have it doing something besides drawing its salary than you can assemble a fighting army in the same length of time. Already our organization has lost some of its best men through their volunteering; now you want to chloroform it out of existence entirely. The war won't be over the moment the treaties of peace are signed, sealed and delivered; then and there will begin the biggest and most merciless commercial warfare this old world will ever have seen. And you don't want to be ready for it!"

Jonathan Brown jumped to his feet and paced the rug in his office, his tall figure and rugged face confronting Rayburn every minute or two as he hurled sentences at the sales manager.

"Sam, you are a business anarchist, a non-believer in the future of your country; an American business Bolshevik! You come here into my office with a torch in your hand, your brain an economic Bedlam. You have no constructive programme—I can see it in your eye, don't deny it—and want me to discard the traditions and precedents of thirty-five years, all of them founded on the principle of preparing to-day for the business of next year, of ten years. Sam, you are the most damnable opportunist I ever have seen inside of a respectable business office!"

"But the expense of maintaining the sales organization intact," began Samuel Rayburn, but the manufacturer silenced him with a gesture.

"The price of preparedness is big, but that of unpreparedness is many times bigger. The first a business man can pay, the other bankrupts him. The scarcest things in the world before long will be able-minded employees; they will be at a big premium and I am going to hold fast to those

I have. Now you haven't a constructive programme, but I have, and you are going to listen to it!" Mr. Brown sat down at his desk again and from a drawer produced several sheets of typewritten stuff.

"First of all is this concern going to be ready for an over-the-seas market—South America, Japan, China—do you realize that China has been thoroughly awakened by this alarm clock of a war? And that Japan working night, day and Sundays won't be able to supply more than a fraction of the stuff the Celestial Empire will demand from now on? Europe, Africa, Australia—why, America is not going to sit still and see her trade filched from her, now that she realizes that her hold on the smaller nations in crises like the present one depends on her economic relations with them. We haven't done our duty to the small nations of the earth, Sam; we have spread a sort of blanket Monroe Doctrine over them, but that hasn't been enough—we have got to be the Big Brother to them, and that begins by being their supply house."

"And you want to enter the foreign markets?" asked Mr. Rayburn.

WHAT IT MEANS TO PREPARE FOR FOREIGN SELLING

"I am going to enter them!" and Jonathan Brown smote the oak top of his desk. "I am going to enter them. Do you want to go along, Sam? Then listen further to this programme. Not only is our sales department—that's you, Sam—going to be ready for handling a Spanish-American trade by means of a knowledge of Spanish and Portuguese—that means a stenographic force you understand of course, also an ability on the part of our sales manager and certain of the salesmen to parley in those tongues—but also a working knowledge of trade customs and trade psychology which prevail there."

"Do you mean that after the war this company is going to work South America?" demanded

Mr. Rayburn of his chief.

"No, sir!" thundered Jonathan Brown, "it will be after the war that we get into European and Asiatic markets, but South America now. Why should we fool around any?"

As Rayburn could give no reason for delay, Jonathan Brown went on: "Now, here is the programme in detail; take it home and study it over for a week, then we will have a sit-in to discuss ways and means. But don't for a moment think of cutting down the sales force. I wish to heaven it were bigger. We will need every man and then some. And don't lose sight of this either, that we must make places for the men who are over in France, who gave up good jobs in order to do their duty as they saw it. Some will come back maimed in body, some will come back with a mental twist—several years from out the conventionalities are apt to make the vision some different—and we have got to take care of them, cost what it may. Remember that, Sam!"

Mr. Rayburn promised that he would.

"I am sure we are going to have trouble upstairs in the brass shop; some of our best hands don't seem to line up with the expert sent out by the Government. Now I shall have to look after such employees. They will be needed later and I can't afford to let them go. Something in the way of profitable work will have to be found for them—profitable to both them and to us, for they aren't pensioners and would resent being treated as such. But that is only part of what I expect to pay for the privilege of being an American citizen—gladly will I pay tenfold."

"I'll get busy at this," said Rayburn, gathering up his papers and with them the sheets handed to him by his chief.

"Do so, Sam. And don't forget that you will be entering not only upon a study of foreign languages but also of foreign trade methods. On selling methods much different from ours and more intensive,

The Financial Handicap

Starting from scratch not many months ago Scribner's Magazine now carries a greater volume of financial advertising and a greater number of financial accounts than any other periodical of general circulation.

Not only does Scribner's Magazine lead the monthly magazines, but it also carries more financial advertising in each single monthly issue than any weekly carries in all its numbers issued during the month.

The record of growth of financial advertising in Scribner's Magazine is as follows:

July, 1916, 409 lines, 10 accounts

July, 1917, 1746 lines, 23 accounts

July, 1918, 2286 lines, 38 accounts

Scribner's Magazine has been successful in holding its financial advertisers month after month and has made a consistent gain under the disturbed conditions created by war.

SCRIBNER'S MAGAZINE
597 FIFTH AVENUE, NEW YORK

Member of
The Quality Group
Circulation 750,000 Homes

Cost Plus Profit

vs.

Market Selling Prices

Many manufacturers are today finding it necessary to protect their output by buying abnormally large stocks of raw material. And they are safeguarding their production thus even though they have to pay war-time figures for their supply.

Should there come a sharp downward trend of prices, these manufacturers might be seriously embarrassed unless, by the right type of advertising to consumers, they now insure their future market.

There are methods of advertising which, used today, will enable these manufacturers to safely consume their raw materials at the prices they have paid for them and not be forced to entirely regulate the selling prices of their product to the ups and downs of the market.

We will appreciate an opportunity of laying certain facts before manufacturers who face such conditions.

Mallory, Mitchell & Faust

ERNEST I. MITCHELL
President

(Incorporated)

PAUL E. FAUST
Secretary and Treasurer

Advertising and Merchandising Counsel

Occupying the Eighth Floor of the Security Building
Chicago, Illinois

Established 1904



more productive of results—that is of sales. Even Europe is far ahead of us in intensive selling stunts. Take any store in London, Berlin, Paris, Vienna—or any smaller cities I visited before the war and it was hard to get away from them without buying something. I was told that in some there was a system of fining clerks for letting a might-have-been customer get away. Be that so or not, European selling methods were more scientific than ours and more closely followed up. Now that you are going into world markets you will find your methods of selling here in our home markets sharpened up. I hope so at any rate. But remember that the watchword in business life as it is in national life is *preparedness*.”

* * *

The closing gong had sounded some time ago; the office staff had gone, so had even Mr. Rayburn, working late over some reports. Still Jonathan Brown sat in the big armchair and looked out the window toward the forest of masts in the Chicago River. Twice did his chauffeur risk displeasure by honking the horn underneath the window of the office; still the manufacturer sat buried in thought.

What did it all amount to anyway? Was the game worth the candle it had cost?

Thirty-five years ago since that first step out into the big world; at home it had been the wife and Jimmy as inspirations; for them had he worked in those days. How they had feared that first step! How he had worked and how his wife had saved! Selling stuff by day, packing orders by night, and the missus, as he had called her in those days, keeping the books. And all the time they had feared it was too good to be true—to last. Then that first hundred dollar sale! And the triumph of the first year's total—nine thousand dollars!

Jimmy had said: "I'll make it a million a year!" They had hugged Jimmy for that—and had believed him. Then the sweep of

those first ten years till Jimmy came into the office—that was a great day, Jimmy's in the office! They made a celebration of it that evening at Kingsley's—where they never before had ventured to go.

Then Jimmy had sickened and died suddenly—that had been tough—mighty tough. But worse on the wife even for she staid at home with her memories and he himself had the chance of forgetting for a few minutes in the stress of business. Yet it was hard, very, very hard. Then he began to make money hand over fist; the dollars just poured in. A million—Jimmy's goal—came before long; then two million a year; then three—finally six million in annual sales.

"Why are you working so hard?" his wife asked him, but he didn't tell her. It was no longer money he was after, but lust of power. He wanted to be the biggest manufacturer of bathtubs on earth. Finally he was—a thousand tubs a day. But even then he didn't stop. What had kept him going then?

The love of power, the handling of men and the joy there was in that for him. No one who hasn't experienced that sensation knows how intoxicating it is. Jonathan Brown enjoyed it to the full for ten years before it began to pall on him. Yet he kept on building more factories, taking on more men. What was the impulse that had kept him going then?

The paternalistic one now; he felt he had a duty to his employees and that duty must be carried out in full. It was a joy to him to walk through the brass shop every morning and get the friendly greeting from his men. They were not afraid of him—they loved him and showed it by their looks and speech.

And now that pleasure was denied him, and strangers, through their lack of sympathy, were disorganizing his organization. So each cycle had run its full course; each had given him great joy. And now what? What had it all amounted to, anyway? Just apples

of Sodom crumbling to the touch. He had thought he might have a monument in his business, but that seemed crumbling into the dust, too.

What did it all amount to, anyway? His ambitions one after the other had played their brief day—then had gone. If there only had been some master ambition running through all the lesser ones. Some motif.

He had been ambitious to be an American business man, an American business prince. That the daily press might say that about him when he was taken to his final resting place in Graceland. Ah! he saw it now—that master ambition! It had been there all the time, unrecognized in the rush of the struggle.

Below it all, those other ambitions, through them, above them, had been the love of country! He had worked, had deprived himself, had suffered, had been misunderstood—that had been the hardest. But the sustaining idea, though it, too, hadn't been grasped, had been, "I am helping build up a great American commonwealth of business. I am helping make America invulnerable in the hour of her great need. What if I am heart-sore at times, wearied to death at others—it is America I am building up; the supremacy of an honest commercialism against which no enemy can prevail in the long run."

And as Jonathan Brown realized that, all the irritations of the last few days dropped away; he felt satisfied as long as the body economic prospered, though his own little accumulations and his own personal business were to be lost for the greater good of all. He said to himself as he got ready to go home:

"Not my business have I built up, but my country's."

Curtis Takes Over the Philadelphia "Telegraph"

The Philadelphia Evening *Telegraph* has been purchased by Cyrus H. K. Curtis, owner of the *Public Ledger* and other publications. The last issue of the *Telegraph*, which was established in 1864, appeared on Saturday of last week.

"If It's a Kodak It Isn't a German Product"

SOME of the steps which Germany is taking to build up loyalty at home toward German-made goods, is shown by a circular distributed by the German Amateur Photographers' Societies. The circular is reproduced photographically, and translated, in current magazine advertising of the Eastman Kodak Company. It is dated Berlin, October, 1917, and the translation given in the Eastman advertisement is as follows:

It is the duty of every German to use only German products and to patronize thereby German industry. Therefore, use for photographic purposes only German cameras, German dry plates and German papers. Whoever purchases the product of enemy industries strengthens the economic power of our enemies.

Germans! Remember for all times to come that with the aid of your patronage the American-English Kodak Company subscribed before the war with the United States, the round sum of 50,000,000 marks of war loans of our enemies.

There are no German "Kodaks." ("Kodak" as a collective noun for photographic products is misleading and indicates only the products of the Eastman Kodak Company.) Whoever speaks of a "Kodak" and means thereby only a photographic camera does not bear in mind that with the spreading of this word, he does harm to the German industry in favor of the American-English.

The Eastman company, as might be expected, capitalizes this German document as evidence corroborating the company's famous slogan, "If it isn't an Eastman it isn't a Kodak."

J. N. Jewett Goes With Aberthaw Co.

J. N. Jewett, advertising manager of the Cornell Wood Products Company, Cornell, Wis., has resigned to go with the Aberthaw Construction Company, Boston, Mass., in a similar capacity.

C. J. Sharp, who has been Mr. Jewett's assistant, will succeed him at the Cornell company.

Hi Sibley With Packard

Hi Sibley, formerly advertising manager of the Republic Motor Truck Co., Alma, Mich., has become associated with the advertising department of the Packard Motor Car Company, Detroit.

Circulation
June, 1918
330,720

Gain Over
June, 1917
34,445

Chicago Evening
American

ANNOUNCEMENT

The Public Ledger Company has purchased *The Evening Telegraph*, which has had a long and honorable career of fifty-five years in this city, and beginning today that newspaper is merged with the EVENING PUBLIC LEDGER.

It gives the Ledger management much gratification to make the announcement, and it means that by this combination the EVENING PUBLIC LEDGER acquires *the most complete news service of any afternoon paper in this country*. To the several news association services—the United Press, the Central News and the International News—and the exclusive special cable service already enjoyed by the EVENING PUBLIC LEDGER is added membership in the Associated Press, making its facilities unequaled.

The EVENING PUBLIC LEDGER is thus enabled to offer its readers better service than has ever before been attempted in the afternoon newspaper field of this city. Such improvement will continue to be our constant aim as a part of our policy to give the best obtainable service to the people of Philadelphia.



President

Philadelphia, July 1, 1918

Cleveland Club's Plan to Fight Down German Propaganda

Story of the "Yellow Dog Clubbers' Club"

MEMBERS of the Cleveland Advertising Club have recently organized a "Yellow Dog Clubbers Club"—a club with a semi-humorous title yet with a serious and determined purpose to "beat out the life of German propaganda in this country."

Credit for the original idea is given to Henry Irving Dodge, whose story "The Yellow Dog" in the *Saturday Evening Post* suggested the formation of an organization to co-operate actively in exterminating German propaganda, an evil which it is stated is more dangerous to the United States than the armed forces of Germany.

In a letter containing suggestions for the establishment of a "Yellow Dog Clubbers Club," the Cleveland Advertising Club explains the purpose of the organization as follows:

"In a recent issue of the *Saturday Evening Post* appeared a story along similar lines by Henry Irving Dodge, entitled, 'The Yellow Dog.' From this story we have merely taken the 'Big Idea,' because we regard it as too big to give up its life as a mere story.

"The tale in question suggests a way to uproot the rails upon which Hun propaganda operates. It suggests a means of stamping out the innocent curiosity and gullibility of Americans, both of which characteristics have proven fertile fields for enemy scheming. It is not our desire to seek or create personal publicity or gain, but to suggest the 'Yellow Dog Clubbers Club' idea to you as a thing of tremendous possibilities.

"The 'club' offers an ideal method of combating the deadly propaganda of our enemy across the sea. It has a half-humorous aspect that appeals and popularizes. It offers an opportunity to instruct without offending and it

replaces sporadic and unorganized attempts to suppress slippery propaganda by an organization that strangles such propaganda at its very source and robs it of its means of locomotion.

"To assist your committee in the promotion of the 'Yellow Dog Clubbers Club' we are glad to place at your disposal quantities of the attached booklets, membership cards, buttons—all at actual and quantity cost.

"If either yourself or any of the business organizations in your city would prefer to print the enclosed booklet themselves, we will be glad to supply the plates at \$4 per set, which is actual cost. Plates for cards, \$15 per set.

"Again let us emphasize the fact that we do not suggest this as a profit-making stunt, but merely to enlighten the work of your committee and to give it immediate means of action. We have copyrighted nothing connected with this campaign and you or anyone may feel at liberty to reproduce at will without mentioning our name.

"While your committee will unquestionably have many novel ways of promoting the Yellow Dog Clubbers Club, we take the liberty of suggesting proven methods of furthering this idea. Possibly some of these suggestions will be of assistance to you.

"*In Clubs.*—By staging brief presentations of the Yellow Dog Clubbers Club idea at meetings with one man at each table to pin the button on all present; to distribute literature, etc.

"*In Mercantile Establishments.*—Distribute buttons and explanatory leaflet in pay envelopes. Urge all sales managers within your influence to inform their salesmen of the idea and enlist their vigorous support in promoting Yellow Dog Clubbers Clubs in other

towns and among their customers.

"In Churches.—The Sunday School represents a fertile ground for patriotic propaganda because the boys and girls are earnest patriots by nature; they love to wear buttons and to do their 'bit,' and their influence at home needs no argument.

"In House-Organs.—This is one of our most active means of promoting the Yellow Dog Clubbers Club idea and we hope that all house-organs in your influence may be pledged to the support and promulgation of the Yellow Dog Clubbers Club idea. The enclosed leaflet may be reproduced in whole or in part and all inquiries for further literature may be referred direct to your own organization.

"Cigar Stores.—Hitherto cigar stores, poolrooms, etc., have been hot-beds of rumor. By furnishing the clerk with a counter poster and a supply of buttons he can become of very real assistance in downing the propaganda spirit. At an early date we hope to be able to supply you with an ideal poster for this purpose.

"Conventions.—Endeavor to have inserted in the programme of all conventions meeting within your city a Yellow Dog button and leaflet. It is among the traveling men and business men of the community that you may look for your most enthusiastic support.

"The investment involved in your promotion of this effective and patriotic idea may be governed by your own desires and belief in its possibilities.

"We, ourselves, recognize in the 'Yellow Dog Clubbers Club' an antidote for Hun propaganda and with your help we are willing to do our level best to make the sign of the 'Yellow Dog' a nationally known character and the whisper of the propaganda a forgotten sound.

"Will you help—not us but this country of ours, in an organized movement to make the 'Yellow Dog' and his propaganda the laughing stock of the land?

"Won't you let us hear from you and feel perfectly free to call upon us for assistance.

"Yours very truly,

"CLEVELAND ADVERTISING CLUB

"Cost Prices on Literature.—Leaflets entitled, 'What is the Yellow Dog Clubbers Club,' 30 cents per hundred; Yellow Dog buttons, 80 cents per hundred; membership cards, 30 cents per hundred; complete sets (leaflets, buttons and cards), \$1.40 per hundred."

SEEKS MEMBERS AMONG OTHER CLUBS

Last week a letter was sent to every Advertising Club and every Rotary Club in the United States, explaining the purpose of the new organization and offering pamphlets, cards and buttons at cost. Each member of the organization is provided with a card listing the "Ten Demandments," which read as follows:

1. Thou shalt go forth a militant member of Democracy to strangle the Yellow Dog of Hun-hatched propaganda whenever and wherever it raises its head.

2. Thou shalt not wag thine own tongue in abuse of thy Government; neither shalt thou sit idly by and hearken to such abuse.

3. Thou shalt not criticise thy Government except to the department thereof of which such criticism may bear quick fruit.

4. Thou shalt not become party to nor passively permit that arch enemy of Victory—calamity howling.

5. Thou shalt do thine utmost to stifle the whine, "This is not a popular war." It's a rich man's war," etc.

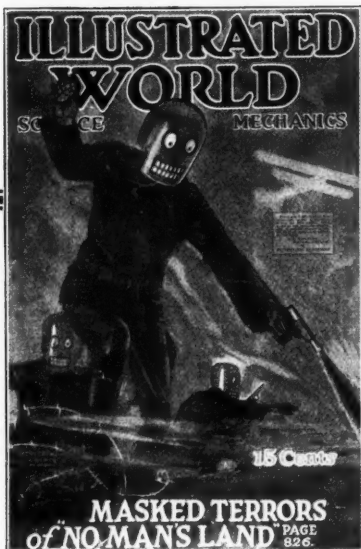
6. Neither give ear to nor permit the lying tales which falsify our Red Cross. Rather shalt thou demand the authority of such tales. Be militant.

7. Vigorously rectify the statements of him who saith that Liberty Bonds are not the safest investment in the world.

8. Thou shalt not dodge your income tax for 'tis such as you that our Government must look to for the sinews of war.

9. Buy War Savings Stamps and Liberty Bonds—yea, until it hurts. Having done so, go and urge others to do likewise.

10. Eight days a week shalt thou labor to tie a can to the tail of the yellowest of yellow dogs—the enemy propagandist. Be unafraid. Be militant and preach the gospel of the "Yellow Dog Clubbers Club" unto the uttermost ends of the earth.



This is number two of a series of advertisements which should convince you of the importance of Illustrated World as an advertising medium.

Number three of this series will appear in next week's PRINTERS' INK. Watch for it.

229,456 Increase

During the eight months ending with the February, 1918, issue ILLUSTRATED WORLD sold a total of 229,456 more copies at the newsstands than during the same period of the preceding year.

This is the liveliest kind of circulation. Every purchaser represented by these figures stepped up to some newsstand with 15 cents in his hand, bought ILLUSTRATED WORLD because he wanted it at that particular moment as much as or more than he wanted the hundreds of other magazines there displayed, and took the trouble to carry it home with him.

You can tell your story to more than 130,000 of this kind of reader, circulation guaranteed by ABC audit, for \$125.00 per page or 96 cents per page per thousand of circulation.

Let us send you a copy of this interesting magazine, and a detailed analysis of Illustrated World's reader-audience.

Illustrated World

Publication Office:
58th Street and Drexel Avenue
Chicago, Ill.

Eastern Advertising Office:
381 Fourth Avenue,
New York City

Fuller & Co.

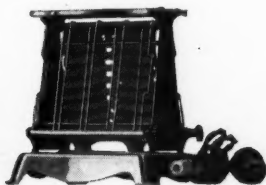


Fuller & Smith

The clients served by Fuller & Smith are:

The Aluminum Castings Co.—"Lynite" and "Lynux" Castings.
 The American Multigraph Sales Company—The "Multigraph."
 The Austin Company—Standard and Special Factory-Buildings.
 The Beaver Board Companies—"Beaver Board."
 Borton & Borton—Investment Securities.
 The Bourne-Fuller Company—Iron and Steel Jobbers.
 Burroughs Adding Machine Co.—Figuring and Bookkeeping Machines.
 The Central Brass Manufacturing Co.—"Quick-pression" Faucets.
 The Cleveland and Buffalo Transit Co.—Lake Steamship Lines.
 The Cleveland Osborn Mfg. Co.—Moulding Machines, Foundry Supplies.
 The Cleveland Provision Company—Wholesale Meats.
 The Glidden Co.—Varnishes and "Jap-a-lac" Household Finishes.
 Ivanhoe-Regent Works of General Electric Co.—"Regent" Illuminating Glassware; "Ivanhoe" Metal Reflectors.
 The Joseph & Feiss Co.—"Clothcraft" Men's Ready-To-Wear Clothing.
 Landon School of Illustrating and Cartooning—Correspondence School.
 National Lamp Works of General Electric Co.—Mazda Lamps.
 R. D. Nuttall Company—Tractor Gears.
 The Peck, Stow & Wilcox Co.—Mechanics' Tools; Builders' Hardware.
 Pittsburgh Gage and Supply Co.—"Gainaday" Electric Washing Machines; "Gainaday" Electric Cleaners.
 The M. T. Silver Co.—"Silver Style" Women's Suits and Coats.
 Hotels Statler Co., Inc.—Hotels in Buffalo, Cleveland, Detroit, St. Louis.
 J. Stevens Arms Company—Firearms.
 John R. Thompson Co.—Restaurants in 38 cities in U. S. and Canada.
 The Timken-Detroit Axle Co.—Front and Rear Axles for Motor Vehicles.
 The Timken Roller Bearing Company—Roller Bearings.
 University School—College Preparatory School.
 The Upson Nut Co.—Manufacturers of Iron and Steel Products.
 Westinghouse Electric and Manufacturing Co.—Central Station, Railway and Power Plant Equipment, Motors, Fans, Heating Devices, Automobile Starting, Lighting and Ignition.
 Willard Storage Battery Company—Storage Batteries.

Fuller & Smith
Advertising Cleveland



ERWIN & WASEY COMPANY

Advertising

58 EAST WASHINGTON STREET · CHICAGO

A most important factor
in our method is the
careful preliminary inves-
tigation we make of all
conditions in any way
affecting the campaign.

Effective Advertising Order Blank Makes Co-operation Easy

How One Jobbing Concern Solved a Knotty Problem

MANY of our advertising problems have existed simply because we never took the trouble to find out exactly what caused them. As soon as we recognize that all such questions are rooted in very definite causes, it is easier to find the answer to them. When we assume that a problem is due only to the general perversity of things, any plans for dealing with it must necessarily be very vague.

Take as an illustration this question of getting jobbers to distribute advertising matter, dealer helps and such material. This is a subject that has been bothering manufacturers since the year one, in the advertising calendar. Many advertising men will begin to froth at the mouth whenever you mention the matter to them. They long ago concluded that it is hopeless to get the jobber to do work of this nature. They will point out to you instance after instance where jobbers have deliberately let tons of perfectly good advertising material go to waste. With a despairing shrug of the shoulders they usually exclaim in conclusion, "What can you do with fellows like that?"

Now that many normal duties are held in abeyance, as it were, it would be well for advertisers to look into some of these old problems a little more thoroughly and as a result perhaps be in better position to handle them when the war is over. The present is a good time to store up data and accurate information that will be valuable when we are again fighting the battles of peace. Peace must be prepared for just as war should have been prepared for. Both France and England and perhaps some of the other belligerent nations have many men busily engaged in mobilizing information for use after the war is concluded.

Now when we dig into this question as to why the jobber is such an indifferent distributor of advertising matter, we will find that he is not so perverse as some may have thought. He is merely up against certain obstacles that are hard to overcome.

HOW JOBBERS FILL ORDERS

Anyone who knows how orders are filled by a jobbing house must realize why the sending out of "dealer helps" cannot be attended to properly. There is usually a mad rush to get the shipments off quickly, as that is always an essential of jobbing service. The order is split up among several departments. The chances are that any fair-sized order will draw from the products of several manufacturers. If any considerable number of these manufacturers have the jobber carry separate stocks of their advertising ammunition, it is inevitable that order fillers totally unfamiliar with this matter will not use good judgment in selecting it for their customers. As a result, the buyer is likely to get a hodgepodge of material that may or may not be suited to his purposes.

The same thing happens where the manufacturer packs advertising "helps" in each case with his products. When that is done, the twenty-five-case buyer gets too much advertising and the one case buyer not enough. Also, when the manufacturer has his advertising put up in separate packages, to be sent out only when the dealer orders it, there is the same confusion. Anyway you tackle the problem, the outcome is apt to be unsatisfactory. Despite these difficulties, many jobbers have done very well in distributing advertising matter. As a whole, however, the results have been so meagre and so costly that most advertisers long ago made up

to the dealer, leaving the jobber out of it altogether.

This plan has an obvious weakness. It leaves unserved with "helps" those thousands of retailers that buy from the jobber, whose names the manufacturer may never learn unless he has some special system for getting them. And even though the advertiser does get their names, it is hard for him to find out exactly what kind of "helps" they want. Sending out stuff promiscuously is not efficient.

HOW THIS JOBBER DISTRIBUTES ADVERTISING

What is needed is some plan that wins the co-operation of the jobber in helping to a more careful distribution of advertising material. One such plan appears to be meeting with success. It is used by Finch, Van Slyck & McConville, a large wholesale dry goods house at St. Paul, Minn. Realizing that giving a dealer practical selling aids is one of the best ways to get him to push a product, C. E. Lawrence, the advertising manager, prepared a special order blank for the dealer to use in ordering the "helps" he wished. Down the side of the blank are listed some sixty products. Most of these are nationally known brands and some are the house's own private brands. At the top of the sheet are listed the various kinds of matter that are customarily sent out by advertisers. In the columns below, an "X" denotes whether or not that special kind of material is available for each particular product. Another column is left for the dealer to check off the advertising he wants. When an order is received, a postal acknowledges it. Then another postal is sent to each manufacturer whose product is checked on the blank. He is given the dealer's name and address and is told exactly what to send him. Of course the matter is then shipped direct.

This plan has been in operation for two years and has worked out unexpectedly well. It is very simple. It prevents waste and insures

the dealer receiving just the material he prefers. Of course only the enterprising retailer, who really wants this assistance, will take the trouble to fill out the blank. But that is the only kind the manufacturer wants to hear from. He has no desire to send out his free advertising to men who will make no use of it. As Finch, Van Slyck & McConville state on their order to the advertiser, "service which is requested is service which is appreciated."

Mr. Lawrence has checked up several hundred of these advertising orders as they were received from retail merchants and found that in almost every case they checked the items intelligently and showed no disposition to order extravagantly a lot of material simply because it was free.

This is a type of jobber co-operation that is helpful both to the retailer and to the manufacturer. We are bound to witness many developments of this nature as soon as competitive conditions are restored, after peace is declared.

Reisman Changes Name to Remington

H. E. Reisman, president of the H. E. Reisman Advertising Company, Chicago, has applied to the Circuit Court for authority to change his name to H. E. Remington.

"My father died when I was but four years old," he said. "He was of German descent and was the only child in his family. So far as I have ever been able to learn, I have no living relatives in the world today, on his side of the family. My mother's family was originally English, and settled in Virginia."

"I believe it will be many generations before the German national characteristics undergo sufficient change so that German ideas and institutions will command the respect of the world."

Cunniff Transferred to McCann's Toronto Office

L. J. Cunniff, who has represented The H. K. McCann Company at San Diego, California, for the past two years, has been placed in charge of the McCann company's Toronto office, replacing Raymond Atwood, who has joined the colors.

Previous to his connection with the McCann organization, Mr. Cunniff was with the Advance Rumely Company, LaPorte, Ind.

Price Control Legislation Needed, Says Davies

Former Chairman of Federal Trade Commission States His Position to American Fair Trade League—Would Have Stephens Bill Passed with Amendments.

IN a letter to the American Fair Trade League Joseph E. Davies summarizes his views on the present status of price standardization legislation. Mr. Davies was Commissioner of Corporations and afterwards a member of the Federal Trade Commission and for several years its chairman. He resigned last spring to run for U. S. Senator in Wisconsin.

Mr. Davies is in favor of the passage of an amended Stephens bill which would give some Government agency power to adjust the terms of resale contracts that might be subject of controversy. The salient points of his argument are brought out in the portions of his letter that are reprinted below:

"Since the Miles decision by the Supreme Court it has always been my judgment that the courts would hold all attempts at resale price control as a violation of existing law. My opinion in that respect has been verified by the recent decisions. They were inevitable so long as our legislative policy was predicated on unrestricted competition for the reason that any schedule of standard resale prices, established by the individual producer of an article, must necessarily confine competition between jobbers and between retailers of the article to service, quality, and other factors than price.

"But my experience has shown me that under existing law, as thus laid down by the courts, practices have become prevalent which constitute a menace to legitimate business interests and are likewise a serious injury to the consuming public.

"I am impressed with the necessity of doing justice and giving proper Governmental protection to the manufacturer of branded

goods who produces standard goods of fine quality behind which he places his name and reputation and for which he has created a valuable good will by great and conscientious effort. I believe the public interest will be served by so doing. The practice of some dealers who use such goods as sensational cut-price bait for the sale of anonymous goods is, in my opinion, unfair and reprehensible in the last degree. Likewise the practice of some dealers in advertising such goods for continued periods of time at prices below their costs is, in my opinion, not justified. Such competition is not fair and is not the competition which it should be the policy of the law to encourage, but is, in fact, an indefensible misuse of the reputation of another. It is a wrongful misappropriation of the value created by the producer to further the dealer's personal and unrelated interest. . . .

"I well understand that advocates of the one-price-to-all principle honestly contend that, in the absence of monopoly or combination, which are specifically forbidden any privileges under the Stephens bill, competition between producers of similar articles will assure constant improvement in quality and constant lowering of price to the consumer. It is urged that all trade history proves this and the automobile and other articles are cited as evidence. Yet we must, I think, recognize and satisfy the doubt which has remained in many minds on this point.

"For the reasons stated, I believe the Stephens bill should be amended so as to repose in a Governmental agency, such as the Federal Trade Commission, the power, upon its own initiative or upon complaint, to review and adjust equitably the terms of the resale contract. With such a provision included the Stephens bill would, in my judgment, secure to producers, distributors, and the public all the benefits and economies of price stabilization on standard merchandise and at the same time afford every possible protection of the public interests."

Gillette's Strike for New Shavers

JUNE 22 was the day on which all Canadians and those resident in Canada had to register. Everybody of the age of sixteen and over, male or female, had to register or else pay severe penalties. The Gillette Safety Razor Co. of Canada, Limited, seized upon this as an opportunity to make a big hit with the boy of sixteen. In an advertisement which appeared in practically all the important papers it said:

THE MAN-POWER OF CANADA INCLUDES THE YOUNG MEN OF SIXTEEN

The Order-in-Council not only provides for the registration of the young men of sixteen, but further states that after the day of registration, every person shall, within thirty days of attaining the age of sixteen, register with a Post Master.

It need come as no surprise that young people of sixteen should be counted in the man-power of the country. War has altered many things, and to-day a youth is called upon to do a man's work—and is doing it, too!

In farm and factory, office and store, any boy with the right spirit in him will not stay long at the bottom of the ladder. People commence to call him "Brown" or "Mr. Brown," instead of "Willie" and he has got to live up to it!

He cannot go around any longer with down on his chin and upper lip. A boy doing a man's work must have a man's razor.

Do you know such a boy who might hesitate to buy himself a Gillette Razor? Five dollars invested for him now will earn you his everlasting gratitude. Spare him the shaving troubles most men have had to go through before they discovered the Gillette. Give him the strong moral support of a good "clean shave" daily throughout life.

Merritt Is Business Manager of "Scribner's"

Carroll B. Merritt, advertising manager, has recently been promoted to the business management of *Scribner's Magazine*, New York. He has also just been reappointed to the Board of Managers of the New Jersey State Reformatory for Women for a full three-year term.

New Evening Paper at Nashville

The Nashville *Tennessean* and *American* on Sunday launched a new evening newspaper, the *Evening American*. Both papers are under the same management. Former United States Senator Luke Lea is president of the publishing company.

"Egg Savers" a Fraud in Pennsylvania

Preparations known as egg substitutes are in the spotlight just now in Pennsylvania. The Food and Dairy Commissioner of the State Department of Agriculture declares them to be the "rankest fraud, dealing on the subject of food, that has ever been conceived to put forth on the public."

Forty-two brands of egg savers found on the Pennsylvania market have been submitted for chemical examination and Commissioner Foust promises prosecutions will follow in all cases where fraud is found.

"The brightest light of publicity should be shed upon these products and the heaviest weight of official authority should be invoked to discourage their manufacture and sale," says the Pennsylvania chemist in charge of the investigation.

"They afford an opportunity for unpatriotic profiteering, combined with the development of the art of camouflage to the point of perfection.

Their names are deceptive; their composition in no wise resembles that of egg; the presence of color, in those where it is used, is a fraud, and the claims as to replacing value are either deliberate misstatements or ambiguous phrases.

"Egg substitutes serve no purpose that cannot be served just as satisfactorily and much more cheaply by articles in daily use in every household."

Cut Airplane Mail Rate to 16 Cents

The Post Office Department has announced that after July 15 the postage on airplane mail will be reduced from twenty-four cents to sixteen cents for the first ounce, and six cents for each additional ounce or fraction thereof.

Cannot Advertise Bread in California

According to a ruling of the United States Food Administration for California bread in any form cannot be advertised in that State. The reason given is that there is urgent need for the strictest wheat saving.

"Modern Methods" Suspends

With the July issue, *Modern Methods*, Detroit, will suspend publication, for the period of the war at least. The reason assigned by the publisher is "unusual manufacturing conditions brought on by the war, conditions which are extraordinary and almost insurmountable."

Chicago German Papers Quit

The *Staats Zeitung* and the Chicago *Presse*, two German language newspapers published in Chicago, suspended last week.

The suspension was due to a falling off of advertising and subscription patronage caused by the war.

The St. Louis Situation—Stated in FIGURES

11,815 MORE

than the *Post-Dispatch*, the second paper

Daily Average Circulation for Month of May

Globe-Democrat - 166,839

Post-Dispatch Post-Dispatch figures are taken from the circulation statement issued by the Post-Dispatch, dated June 1, 1918. **155,024**

Globe-Democrat's Excess Over Post-Dispatch - - 11,815

(The above figures show the daily average circulation after deducting all unsold papers spoiled in the Press Room, left over, unaccounted, registered on the presses but not delivered to the Mail Room.)

NOTE: No comparison need be made with the circulations of the three other St. Louis daily papers, all of which are relatively small.

ST. LOUIS GLOBE-DEMOCRAT

**Largest Daily Circulation of Any
St. Louis Newspaper**

NATIONAL REPRESENTATIVES:

F. ST. J. RICHARDS,
302 Tribune Bldg., New York.

J. R. SCOLARO,
403 Ford Bldg., Detroit.

GUY S. OSBORN,
1202 Tribune Bldg., Chicago.

R. J. BIDWELL,
742 Market St., San Francisco.

Member of the Audit Bureau of Circulations

Wasted Feed

The world demand on America for food products is greater today than ever before in our history. Thru improper handling because of lack of labor or labor saving machinery on the farms of this country, enough feed is being wasted annually to produce meat and dairy products that would feed an army.



Can Be Saved

Farmers can get larger feed value out of corn, hay and grains by the use of corn cutters, corn binders, huskers, shredders, silos, hay balers, feed grinders, feed cookers, and other feed conservation and labor-saving machinery.

Manufacturers should know that the time to get farmers started to using these things is when the market value of every pound of meat or dairy products and of every pound of feed is the highest.

Successful Farming will carry your message to more than 800,000 farmers who pay an annual fee for our counsel and advice.

Successful



Farming

E. T. MEREDITH, Publisher, Des Moines, Iowa
Member A. B. C.

T. W. LeQUATTE F. J. WRIGHT C. M. BEER C. A. BAUMGART
Adv. Mgr. Ass't. Adv. Mgr. Mds. Sales Service Retail Ser. Bureau

CHICAGO OFFICE NEW YORK OFFICE
J. C. Billingslea, Advertising Bldg. A. H. Billingslea, 1 Madison Ave.

ST. LOUIS OFFICE
A. D. McKinney, Post Dispatch Bldg.
KANSAS CITY OFFICE MINNEAPOLIS OFFICE
O. G. Davies, Victor Bldg. R. R. Ring, Palace Bldg.

"1700 Chances Every Minute!"

*An Advertisement in the
New York City Telephone Book*

has an average of 1700 chances every
minute of being seen and read!

80% of our advertisers renew their
arrangements issue after issue!

The list of users of the telephone book
includes the possible buyers of your
product!

**Consider these Three Facts
Carefully—**

then let us talk with you.

NEW YORK TELEPHONE CO
Directory Advertising Department
15 DEY STREET ∴ NEW YORK
Telephone ~CORTLANDT~ 12000.

Records Its Disapproval of National Trade-mark

THE Merchants' Association of New York has disapproved of the bill before Congress authorizing the adoption of a national trade-mark. The reasons for condemning the proposed law are set forth in a letter to the members of the Foreign Commerce Committee of the House of Representatives.

"It is the belief of The Merchants' Association," the letter states, "that the inauguration of a national trade-mark in connection with the sale of merchandise abroad would be harmful because, if widely used, it would be practically impossible to control and maintain the standards of all of the articles eventually licensed to bear it. The attachment of the trade-mark to inferior and cheap merchandise, and to goods not possessing the merits which their sellers claim for them, cannot but bring into disrepute all goods bearing the mark. If the utilization of the trade-mark becomes widespread and covers good, bad and medium merchandise, it will not be possible to safeguard it against unscrupulous users who will exploit their merchandise under it. In fact, it is the maker and seller of merchandise of unestablished value and merit who will adopt and flaunt the national mark, rather than firms handling goods whose name, mark and value are established abroad.

"The value of any trade-mark at home or abroad rests wholly in the single and continued standard of excellence which it guarantees to all persons buying the goods, and compliance with this condition would be absolutely impossible in the case of a single mark or brand used by sellers of goods of all kinds, classes and grades.

"The abuses and deceptions practiced under the provisions of the Pure Food law, in connection with placing serial number guarantees upon goods for advertising purposes, show the dangerous

possibilities latent in this bill. It is to be noted that because of these abuses and misrepresentations the Government found it necessary to withdraw the privilege of putting Pure Food guarantee numbers on merchandise sold at home or abroad.

"The association believes, therefore, that serious injury to our national business reputation abroad would inevitably follow the enactment of the bill—a matter which is of profound importance to the entire country.

"Moreover, The Merchants' Association believes that the bill, as drawn, grants too much authority and power to one person, namely, the Secretary of Commerce. Under its provisions, his discrimination, judgment and wishes determine the applicants to whom the use of the trade-mark is to be granted or refused. It seems to the association that howsoever competent and careful the Secretary of Commerce may be, complaints, protests and claims of unfair treatment are inevitable, with much resulting dissatisfaction, even though they are unwarranted."

"Successful Farming's" War Emergency Checks

The first issue of War Emergency Checks was made last week by the management of *Successful Farming*, Des Moines, Iowa. These checks represent ten per cent of the monthly wages of each employee to whom they are issued, and are a voluntary gift made in recognition of the existing high cost of living which has affected the employees and the firm alike. These checks will be issued the fifteenth of each month. It is emphasized by the firm that these checks are a voluntary gift and not an increase in wages, and that they might be withdrawn when conditions are relieved.

Chain of Garages Planned

New York hotel managers are back of a plan to erect a chain of garages throughout the country for the convenience of tourists and permanent hotel guests who own automobiles. There is said to be a field for garages that will give greater service to patrons.

The first garage of the chain it is planned to erect in New York. There will be a steel cage for each automobile and insurance against loss by fire or theft will be provided. Sleeping quarters for chauffeurs will be furnished, kennels for dogs, etc.

German Commercial Bribers Here and Abroad

How German "Kultur" Justifies Bribery and How It Operates as an Aid in Conquest

By J. T. M.

HOW serious a menace to the economic independence of the United States and of the other free nations is the commercial grip which Germany had quietly and surreptitiously obtained on the world's commerce is only gradually becoming known in all its gravity. Every month that has gone by since this country entered the war has added new and amazing facts to the fund of knowledge on the subject.

The revelations contained in the appeal to the business men of America, made in behalf of A. Mitchell Palmer, through the medium of *PRINTERS' INK*, for co-operation in the Alien Property Custodian's task of rooting out the Kaiser's industrial and commercial army, which had been so strongly entrenched in this country, will inevitably have made a profound impression on those to whom it was addressed. But in order to counter on the evil most effectively it will be well to know how it has been brought about. If the menace is to be destroyed the free peoples must be apprised of the various means by which Germany obtained her great success.

Where the means involve dishonest procedure, unfair competition and open violation of the international laws of trade and commerce, they must be discovered and crushed out. Some of them have already been exposed and the exposure has enabled measures to be taken to exact reparation or to prevent their continuance. Others are known only in a vague and incomplete way, and others, while known, remain still to be pointed out. Such for instance is systematic bribery, as a weapon of commercial expansion.

The foreign commerce of the United States has suffered grievously as a consequence of German bribery. Leading American corporations have spent large sums in the effort to fathom the mystery of their mishaps and misfortunes in distant countries. When American merchandise was found damaged on the piers of South American ports, it was reported back that the shippers in this country did not know how to pack their wares.

This, however, did not satisfactorily explain why it frequently happened that when an agent from this country had succeeded in booking an order of any importance in South America, a German agent was at once aware of the fact, was after the South American merchant with an offer to deliver equivalent goods at a much lower figure and at the entire risk of the German firm if the South American did not desire to accept the goods when presented, and that it was the latter goods—often machinery or manufactures that had been produced in the United States, were thence shipped to Hamburg or Bremen and reshipped to the South American port—which were actually delivered to and accepted by the South American merchant while the American goods to fill the order lay wrecked in gaping packing cases on the local wharves.

To-day we know that German agents had systematically bribed custom officials and dock employees at South American ports; we know that sabotage was quite regularly committed on United States merchandise, and we have reason to suspect that German bribery penetrated deep into the business establishments of South American firms.

We know to-day that the thefts and damage inflicted on American goods sent to Italy, causing serious loss to American merchants and discouraging them from pushing actively into the Italian market, were the consequence largely of German bribery. The now notorious O. E. G. (*Officine Elettiche Genovesi*—Genoese Electric Plants), a subsidiary of the German General Electricity Company, was revealed, at a recent court-martial in Italy, to have been in practical control of the harbor transportation of Genoa, and its four German directors were convicted of consistently procuring sabotage and were, for this and other crimes, sentenced, in their absence, to death.

At home we have had incidents of clerks in business firms being bribed in the interests of Germany to reveal the current transactions, copies of cablegrams, and the like; of attempts to bribe customs officials; of bribery and sabotage at transportation points; of bribery of factory hands, and so on. A certain measure of reticence on this subject is desirable in order that the bribers may be led more completely into the toils. Enough, however, is known and has been made public regarding the German backing of the I. W. W., and of the German plans to bribe organs of publicity, politicians and members of the bench, to show the extent and the methodical organization of German bribery in this country. Whole industries have been in some degree affected by it and there are well-founded suspicions that it has reached out even toward American agriculture. There is indeed reason to believe that we are on the eve of revelations regarding the bribery or attempted bribery of farmers that may prove of a sensational nature.

It may be recalled that the charge of bribery, as an imperial German policy, made three years ago by officials in France and Italy was at the time passed rather lightly over in America as a sample of Germanophobia on the part of the Allies, not very unlike the

manifestations of hate for England then rampant in Germany to the amusement of this and other nations. To-day we know from discoveries and experience in the United States that the charge against Germany on this head, so far from being overstated by the Allies, was actually away below the facts. We now have evidence that bribery ranks among the officially established principles for the promotion of German commercial domination in the world's markets. We have proofs that the Imperial German Government, through its accredited agents and through the great manufacturing and mercantile establishments in which the Government is a co-partner, not merely authorizes, but inculcates bribery as a means of economic penetration.

GERMANY ADMITS HER GUILT

To show that the element of Germanophobia does not enter, and that an atrocious line of conduct which could justify the most violent denunciation can be discussed dispassionately when the offender is Germany, we may consider for a moment the apology for bribery which is advanced by the German spokesmen of our day.

The fact of bribery is not denied. It would be vain to attempt to deny it. In June, 1915, Antonio Salandra, then Italian Premier, stigmatized the wholesale campaign of bribery which the German Government had for years been conducting in Italy. As arch-briber he named Prince Bernhard von Bulow, who twenty years ago was German ambassador to Italy, later was Imperial Chancellor and then was special ambassador to Italy in the interval between the beginning of the European war and the entry of Italy into it.

Prince von Bulow, the Premier stated, had bribed politicians, merchants, newspapers. "Germany," he said, "believed that money could paralyze Italy and put her politically, commercially and morally at the mercy of Germany, and German diplomats spent mil-

lions of marks to put Germany in control of Italy's national policies as well as of her industry and commerce."

Bribes were distributed in revolutionary circles to undermine the King's authority, and the strikes at Prato and the disastrous riots at Empoli were started with German money, as was proved by the confession of the organizers and ringleaders. No use in making denials, when the Italian Premier was ready to answer the denials by showing to the world the proofs of his assertions.

Half a dozen years ago, seemingly as a result of bitter disputes among political parties in Germany, the Krupp firm came into the Berlin courts for bribing Government officials to start a war scare, so as to get orders from the Reichstag for more Krupp guns. The whole case was camouflaged considerably, and probably it would never have reached public notice, were it not that certain Paris newspapers were denouncing Krupp agents for trying to bribe French newspapers for a similar purpose, with the design, as it seemed at the time, to promote business for the ordnance manufacturers. The guilt of the Krupp agents was not denied, although the association of the German Government with the concern was known to be of the most intimate kind.

The Japanese Government, a year or so later, aired before the tribunals of Tokio the bribery activities of the agent of the Siemens-Schuckert Company of Berlin, a concern whose subsidiaries and affiliated companies encircle the globe. This agent had bribed all kinds of functionaries of low degree, including janitors and office cleaners at Government departments, and, for bribery and theft of important documents, he was sentenced to two years in jail.

A NATION PERVERTED MORALLY

As there was no way of denying the existence of bribery as a German policy of expansion, the German spokesmen have scornfully

rejected the old theories on commercial morality and have expounded a thesis on the new ethics. Briefly it is this: Warfare is a justifiable means of enforcing the policy of the State. Industry and commerce are instruments of modern warfare. *Krieg ist Krieg*, which to the German cast of intellect means that warfare—whether the warfare of commerce or the warfare of military forces—justifies all things. It is no more immoral to employ bribery in commercial warfare, than it is to poison wells, to kill women and children in open towns, or to sink non-combatant ships without trace. All these things, far from being immoral, are highly laudable if their purpose is to hasten Germany to her goal of world domination.

The Italian economist, Giovanni Preziosi, declares that the German doctrine, as taught in the higher institutions of commercial science, is that "every exploitation of others, every encroachment made in foreign countries, by whatever method it is accomplished, is a respectable equivalent of military conquest." This is the German doctrine of the present generation. It may be said, while still dealing with the apologetics of German bribery, that Germany seems to have started off on her great career of industrial and commercial expansion without any thought of adopting bribery as an essential part of her economic policy. It was when the first great crash from over-expansion came, with bitter experiences in Japan and other countries in bad times, that Germany as a nation was seen to resort to the most ignoble form of commercial dishonesty.

Germany had rushed headlong into the world's markets without the safeguards that England, France and other countries had built up for themselves in generations of trading. One thing that was lacking to Germany was a line of credit information. It was then that the Schimmelpfeng Information Company came to the fore.

(Continued on page 89)

This is No. 1 of a series
of advertisements

No. 2 will appear
in the next issue



IN business-obtaining circulation for seventeen years for other publishers, we learned what others only guessed or thought—namely, that women are progressive and want up-to-date material; that women prefer a few short, snappy articles often rather than many long articles once a month; that a serial story in weekly form fascinates and holds the attention of a woman better than in monthly form.

We learned that a few good recipes, catchy needlework designs, up-to-date fashions, and a page of bits of odds and ends in "scrap-book" form, issued often, means more than when four times the material is received at one time in bulk form. Last but not least, a digest of current events of interest to women, coming once a week, is a welcome guest.

The idea, therefore, of a weekly magazine for women was a logical development to fill this need.

WOMAN'S WEEKLY

is not "just another magazine" in an already crowded field, but *the only one of its kind in an exclusive field of its own.* It gives to women what they have long wanted.

WOMAN'S WEEKLY

10 cents per copy

\$3.00 per year

PUBLISHED BY

THE MAGAZINE CIRCULATION CO., INC.
333 S. Dearborn St. Chicago, Illinois

"The Best Local Weekly in the Country"—BERT MOSES

A Tribute to the Red Bank (N. J.) Register
Now Entering Its 41st Year of Publication

"In my opinion there is no better local weekly in the United States of America than John H. Cook's Red Bank (N. J.) *Register*. As a matter of record, I will go further and say I know of no other paper in similar environment that equals it. The city of Red Bank has a population of about 9,000.

"In many communities of like population there are two or three dailies and about as many weeklies. But in Red Bank there are only the *Register* and one other paper, both weeklies. The circulation of the *Register* in 1917 was 5,725, which is just about five times the circulation of the average country weekly. The Red Bank *Register* has had the Guarantee Star for many years. How it is possible to keep a daily paper out of this prosperous city of 9,000 and to run a weekly with such a comparatively great circulation may seem difficult to explain. But the answer is easy to supply, after all. The reason for the amazing success of the Red Bank *Register* can be told in three words—John H. Cook. Here is a man who has always played the game with the cards on the table in full view. Here is a man who has always been on the job and always been on the level. That kind of man wins out a hundred times out of every hundred tests.

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"As far back as my memory goes, Cook has told the truth about his circulation. He was one of the pioneers in the movement for truth in the publishing business. And when I say 'pioneers' I go back twenty-five or thirty years, when the man who gave actual and truthful circulation figures was as rare as white blackbirds. Cook has had a rate card for many years that meant just what it said. The *Register* is to the weekly newspaper what the Chicago *News* is to the daily newspaper—the model of all-round supreme excellence. Cook never fell for the wiles of the old-time foreign advertiser, so typically represented by the pioneer patent medicine advertisers. These crafty men never succeeded in getting Cook to surrender the choicest positions for a pittance. They could not trade him forty cents' worth of reglets for forty dollars' worth of space. Anyhow, Cook was clever enough to see that the big money in advertising comes from selling space at a good price to home merchants rather than selling at a cut price to general advertisers.

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"I venture to declare that the Red Bank *Register* has carried less foreign and more local advertising, population considered, than any other country weekly in this country in the last quarter of a century. And I will go further and say flatly that no other paper, in like territory and in a like category, ever maintained its rates as inexorably as this weekly paper down in Jersey. It usually consists of sixteen pages, and those pages are teeming with up-to-date advertising and with news matter written in a way that shows the earmarks of real journalism. Cook long ago realized that the way to get advertising for his paper was to make advertising pay, and so he has helped his advertisers in the preparation of copy, and put that copy

into type in a way that was attractive and readable. He has kept an editorial eye on the business end of his business as well as on the news end. And so it has come about that the readers of the *Register* value it as much for the reliability of its ads as for the reliability of its news. A slogan of Cook's is this: 'If it isn't in the *Register*, it didn't happen,' which is literally true, for Cook has a net set all over his community to catch the news, and precious little of it gets away.

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"Cook was one of the first publishers to realize the vital importance of keeping his help interested in the welfare of his paper. To pay an employee a weekly wage only is not enough, for such an employee always has an eye sweeping the horizon for a better job. Just about the time you train a man to your ways and just when his services are becoming worth while, away he goes to another job, and all your training goes with him to the advantage of some other publisher. So Cook, when he found a good printer or pressman or reporter or solicitor, took that man into the company and made him a stockholder. He got his stock absolutely for nothing, but when he leaves the *Register* he must sell it back at par. Thus did that man become a fixture, and thus did he become vitally interested in the success of the paper. Nothing holds a man to faithful service like prospective dividends. A good employee will be satisfied with a moderate salary if he has a small allotment of stock that regularly produces enough dividends to patch his salary out.

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"In due course Cook built up a machine that runs almost as true as a Howard watch. Of late years he has done little more than maintain a general supervision over his business. He and his wife travel over the world, thus getting about as much fun out of existence as is gettable. The boys back home, being stockholders, keep the ship sailing on an even keel, and maintain the standard long ago fixed by the captain himself. They are making the *Register* so good a newspaper and so completely covering the field that competition is held at bay. Nobody particularly yearns to butt in and compete with an establishment that is built upon a foundation of solid rock—built so wisely and well that we marvel at its conspicuous place in weekly newspaperdom. What the profits are I do not know, but I would guess that somewhere around fifteen thousand dollars a year is not very much out of plumb. And this with a plant, exclusive of the building, costing a little over \$40,000.

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"Of course, fifteen thousand dollars a year is not equal to Rockefeller's income, but for a country weekly it is quite a bit of money. It is more profit than many a publisher is picking up clean in hundreds of towns much larger than Red Bank. For every country paper that clears that sum yearly, I can point out five thousand that clear less than one thousand.

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"Nothing on earth is so profitable as the square deal. So we come to this conclusion: John H. Cook and his Red Bank *Register* have reached the top through the simple rule of playing fair and playing no favorites. Industry and persistence have had a part in it all, but common honesty and common sense have had the big part. If I were a country publisher, I think I would take John H. Cook as a model to pattern after, and I think I could build up a business on that basis just as surely as he has done."

Building Editorial Prestige

Farm, Stock & Home

Minneapolis, Minnesota

has done work since September 1st, 1917, that has added millions of dollars to the bank accounts of northwestern farmers.

First it showed how the Federal Grain Grades were robbing the producers and caused an immediate modification of these grades that saved the farmers three or four cents a bushel on all two and three wheat marketed after November 15th, and brought about a still further modification of the grades that are to be used in marketing the 1918 crop.

Realizing the necessity for an increased acreage and the danger that the two-dollar price would not bring it about, Farm, Stock & Home published an Open Letter to Congress in its February 1st issue, telling why it was vitally necessary to raise the price of wheat. February 23rd President Wilson raised the price from \$2.00 to \$2.20. Farm, Stock & Home fought for a still higher price, as it fully believed and still believes that \$2.20 was and is too low, but the extra 20c will bring, at present prospects, nearly \$50,000,000 extra money to the farmers of the Northwest, and over \$160,000,000 to the farmers of the United States.

When the Twin City Milk Producers' Association was forced to take a price for milk lower than cost of production, Farm, Stock & Home jumped in and helped the milk producers force the Minnesota Safety Commission to change their decision and raise the milk price.

The plan to fight the butter substitutes by raising a fund to advertise dairy products originated in the office of Farm, Stock & Home.

When it became evident that a great many potato-growers were going to lose money, Farm, Stock & Home got the Food Administration to make a special effort to increase the use of potatoes.

It spent several hundred dollars of its own money in newspaper advertising to bring retail grocers and potato-growers together, and by its service sold several hundred cars of potatoes for its subscribers.

FARM, STOCK & HOME did these things, not only without the co-operation of any of the northwestern farm papers but in the face of actual opposition from one of them.



REPRESENTATIVES

- J. C. Billingslea.....1119 Advertising Building,
Chicago, Illinois.
- A. H. Billingslea.....No. 1 Madison Avenue,
New York, N. Y.
- A. D. McKinney.....Post-Dispatch Building,
St. Louis, Missouri.

It engaged to do in a short time what the other countries had only accomplished in centuries. As there was no way of acquiring in a few brief years the commercial knowledge which is gathered only as the result of long experience, the information company undertook to rifle the credit storehouses of England, France, Holland, Belgium and other countries and to gain one of the most precious of the national assets of those countries—by bribery. And Schimmelpfeng became the world's greatest credit bureau. Germans boasted of it as one of the monuments to their commercial greatness.

Who has not heard the stories of the American tourist in Berlin putting Schimmelpfeng's to the test, and asking a poser about the general store in the little home town in a remote region of the United States, and the Schimmelpfeng people promptly digging out the indexed card, with every last detail of information, including the two wells in the garden, one of which was unknown to the tourist? These stories may be more or less apocryphal, but there is abundant evidence that Schimmelpfeng's is a depository of an enormous mass of commercial information on every country in the world, and that the information gathered by its agents was no less military than commercial.

The German Government was, of course aware of the methods adopted in gathering the information, since its own agents co-operated in the work, and the prominent manufacturers and merchants of Germany were certainly not ignorant of the methods. Bribery was a time-honored practice in the gathering of military information, but the Governments whose agents practiced it were not supposed to know to what devices their agents abroad were having recourse. In Schimmelpfeng's operations it was for the first time recognized nationally, almost officially, as a tolerable, if not a commendable practice in behalf of the State's commercial development.

It was not long until all the factors in Germany's material growth, banking, diplomacy, industry, trading, transportation, science—were found resorting, each in its own way, to special forms of more or less open bribery. Every German banker, diplomat, manufacturer, merchant, scholar, artist, having a mission from his Government, or working for, or in co-operation with, the great banking, industrial, commercial and educational institutions of Germany, besides his normal avocation, has had a subsidiary commission as a good German subject. It is not a commission as spy—this would be indignantly denied, for a spy has, as prime duty, the hunting up of military plans and naval secrets. The nature of the special patriotic activities is indicated in German documents on the subject published in Italy. The German abroad, invested with the special role above indicated—for of course not every individual German falls into the category, or is given the explicit or implied commission—is instructed "never to overlook the opportunity to investigate regarding economic resources, political tendencies, military forces, etc.; also to make notes on monetary reserves, on agricultural production, on the concentration of cattle, etc., in the foreign country, and to forward notes and documents directly through German official agents, or indirectly through German banks and industrial establishments, or failing these, to seek out German students, ascribed, with scholarships, to the foreign country, as these are in direct relation with the Government."

The private memorandum of the German Electric Company to its engineers abroad, instructing them that they are not to consider it beneath their dignity nor degrading to them as professional men to devote part of their efforts to seek out all kinds of information that may benefit the Fatherland in a military or commercial way, was a typical document. When there is practically no boundary line in the gathering of military

and of commercial information, when the banker, the merchant, the scientist, has the functions of spy superimposed on his normal activities, it is not unnatural that the debasing methods of the spy should pervade business also.

In German banking the evil has been in operation in its most pernicious form. The concrete shape it takes in that case may well be reserved for a special article on German banking.

"C'EST LA GUERRE" AS GERMANY
TRANSLATES IT

Immoral practices in business are not new nor are they peculiar to any country, but when they are justified, when they are erected into a national policy and are made an element in commercial "warfare," it is time that the free peoples take action to prevent the whole trend of trade and commerce being permanently degraded.

Urbain Gohier, the famous French editor, has published details on the corrupt methods of German business in France. England, Spain, Italy have borne testimony regarding the appalling consequences in their midst of German bribery, applied with endless variety and with infinite resourcefulness and with vast financial and commercial profit to Germany. It is touching to note that Italy, which has been a field for the most shameless exploitation by Germany, is more affected by revelations regarding corruption in the domain of learning than in any other reach of human activity. What Italians call *la germanizzazione culturale*, "the cultural Germanization" of Italy has hurt the feelings of a whole nation since the facts have been laid bare.

Italy's schools, her science and her culture have been the objects of Germany bribery. The aim was to impose upon Italy a German concept of the world, and for this purpose the mechanical aspect of knowledge, rather than its relations with the spiritual and intellectual life, was taught from German textbooks. Germans re-wrote the history of Rome. They gave

to the German tribes an exaggerated place among the rulers, the legislators, the reformers, the rebuilders, and claimed for the Germans the development of the Communes and the glory of the Renaissance. They put all the men of history to the German test—color of eyes and hair, size of body, facial angle. Herr Professor Woltmann proved in this way that Michelangelo Buonarroti and Leonardo da Vinci, the glories of Italian art and science, were good Germans whose correct names were Bonroth and Winke.

Italian officials affirm that the Germans had organized an "Artistic-Economic General Staff" for world conquest. The chief of staff was Wilhelm Bode, head of the Royal Museum of Berlin. Bode's run-in with famous art critics of Europe a few years ago, in connection with the modern wax bust he had purchased and which he insisted in ascribing to Leonardo, threw a glow of light on the artistic and ethical principles of that particular scholar. Under the direction of Bode there operated in Italy many German professors, including Rolfs, Eckhart and Frey. Rolfs bribed a museum watchman in central Italy, purloined a manuscript which an Italian artist had in preparation regarding the interpretation of certain drawings, and published it as his own. It reached a point where the Italian authorities had to put the German professors on their word of honor not to pilfer, or publish without permission, before allowing them to inspect Italian art treasures. Thus Professor Frey, lecturer in Berlin on the history of art, formally pledged his word of honor before being entrusted with the Michelangelo charts in the Laurentian museum in Florence; but he broke his word and published the charts. The same professor is charged with having paid a bribe of 30,000 marks to get possession of the Vasari correspondence.

While the German professors were an object of derision to the great body of the Italian public, it must be admitted that they cast

a strange glamour over a multitude of Italy's scientific men. A sort of Oriental worship was created around them and they were the central stars of a galaxy of Italian planets and satellites. Money was spent lavishly. Gatherings of Italian "scientists" were taken on junketing trips through Germany and large numbers of Italian students were awarded German scholarships and sent to Germany to study.

HIDDEN IN THE FOLDS OF STARS AND STRIPES

Germany established scientific and artistic institutions in Italy, such as the Istituto Germanico of Rome and the Istituto Germanico d'Arte of Florence. These institutions were centres for the diffusion of German propaganda; Italian scholars and artists being assembled there to imbibe German imperial ideas from German professors.

Professor Von Manteuffel was the head of the institute in Florence when the war began. Being a professor, and thus a non-combatant, he was not expelled from Italy, especially as over his house in Florence he hoisted the American flag, without any right or reason, except to bluff the Italian authorities. It was soon noted that his house was being made the rendezvous of the German spies and suspected persons in Florence and the police decided to make a raid. They found arms and uniforms and documents showing that the tolerated professor was an officer in the German army actually serving in a military function. Von Manteuffel had no apologies to make. He was defiant to the end. He curtly ended all discussion with the Italian police by exclaiming, "Art and science are political forces."

Says Rogers Overlooked Vital Point in Bill

GERHARD MENNEN CHEMICAL CO.
NEWARK, N. J., June 18, 1918.
Editor of PRINTERS' INK:

I have read with much interest, as I always do, the remarks of Jason Rogers of the New York Globe, on the subject

of the price maintenance bill, and am interested to note that unless I misread Mr. Rogers' statement, this is another illustration of the fact that so many of the opponents of the Stephens-Ashurst Bill have not read the measure through. Mr. Rogers says:

"For example, I have always opposed the provision in the Stephens Bill preventing a buyer and owner of merchandise from disposing of it at the best price he could get, unless the manufacturer was willing to take it off his hands at the price he paid for it."

I now quote from the text of H. R. 13568, which is the Stephens-Ashurst Bill, in which the following statement appears:

"Provided such article or articles of commerce shall have first been offered to the vendors by such dealers by written offer, at the price paid for the same by such dealer, and that such vendor not less than 30 days prior to the date set forth for the next disposal sale, after reasonable opportunity to inspect such article or articles, shall have refused or neglected to accept such offer."

There is a similar provision in the case of a dealer deciding to discontinue the sale of articles, or if the dealer is winding up his business, or if he becomes bankrupt or is in the hands of a receiver. In other words, the Stephens Bill very specifically provides that the retailer may submit the goods to the vendor (the manufacturer) for resale to him at the price paid for them, and that in the event of the failure of the manufacturer to buy back his goods, they may be then sold at any price the dealer elects.

There have been so many gross misstatements as to the provisions of the Stephens Bill by its opponents, that there might well be some rule in effect that persons who oppose a measure should show proof that they have read it.

Mr. Rogers is by no means a flagrant offender in this. Last year one of the Pacific Coast newspapers made a series of statements about what the Stephens Bill provided, that could only be attributed to the utmost malice.

The manufacturers who are seeking protection for their business through the Stephens Bill or some other measure, have no disposition to ask for special privilege. The free competition for which the Stephens Bill provides, will in itself be a much more salutary corrective of fairness in price and quality than any safeguards which the Borah Bill or any similar measure could arbitrarily provide, but if the most detailed Government regulation is necessary to secure protection from the freebooters of retail merchandising, by all means let us have the most intensive Government control.

W. A. McDERMID,
Sales Manager.

The Agricultural Publishers' Association, Chicago, has joined the Chamber of Commerce of the United States.

Standardization of Tires Brings Order Out of Chaos

Tire Men Regard Tremendous Reduction of Sizes as Beneficial.

A NEW and striking lesson in the benefits of standardization may be found in what is at present happening in the rubber tire industry. Especially interesting will the case be to those manufacturers whose business is burdened with a needless variety of sizes and models. It is another example of how the war is rescuing whole industries from the menacing jaws of extravagant practices—from practices that competitive rivalry had built up to huge proportions.

Upon the recommendation of the Pneumatic Tire Division of the War Service Board, the makers of automobile tires have adopted a plan under which 287 different types and sizes of tires will be reduced to nine, and the number of rim sizes will be cut down to six.

That is a tremendous programme of reduction to undertake in one industry and one would expect that it might seriously disturb the business. However, quite the contrary is true. Tire men are viewing the change with equanimity. "It is the best thing that ever happened," they joyously exclaim. Why? Simply because no industry would put up with a profusion of sizes or styles if it could get out of making them. Immense variety is not economical. It increases manufacturing costs, overhead and selling expense. It requires distributors to carry larger stocks and hence causes them to tie up more capital than a smaller line. The big, unwieldy line, where there is no real need for it, is a nuisance whatever way you look at it.

A mere diversity of sizes offered no special advantage to tire manufacturers, and long ago they would have liked to have had the number reduced to more modest proportions. However, making any

changes in this connection was not optional with them, as they had to make tires to fit the rims that the automobile people were turning out. Now, however, the rims on new cars will be held down to six sizes and it will be simple for tire makers to follow suit. These new dimensions are as follows:

RIMS	
30x3½	Clincher
32x3½	Straight Side
33x4	Straight Side
34x4½	Straight Side
36x6	Straight Side
38x7	Straight Side

TIRES	
30x3½	Clincher
31x4	Clincher
32x3½	Straight Side
33x4	Straight Side
34x4½	Straight Side
35x5	Straight Side
36x6	Straight Side
38x7	Straight Side
40x8	Straight Side

The tire manufacturers will not destroy their old moulds. The new programme will be adopted gradually. This will give owners of cars with rims of varying kinds a chance to buy tires to fit as long as they may have the cars. However, since new automobiles will have the standardized rims, the calls for the old sizes will gradually diminish.

It is not expected that this move will have any material effect on the advertising of the tire companies. Each tire will still possess its inherent qualities and differences. Each maker will still be desirous of keeping his trademark before buyers and of telling them what it stands for. It is obvious that the merchandising of tires under the new arrangement will be simpler, as it is always easier to sell a line when it is not involved in a maze of sizes or other complications.

The action of the Government in reducing the importation of crude rubber, due to the scarcity of ships, is what impelled the

The Berlin *Lokal-Anzeiger*
April 20, 1918, says:

"IN the United States itself there is not a paper which has not suffered a loss in its advertising lines, and that despite the fact that the last year showed an increase in the millionaire class of 973 individuals."

The *Dry Goods Economist*
of April 20th

showed a gain of fifty-five per cent. in advertising space over its corresponding issue of the year before. Its average weekly gain since that date has been twenty-eight per cent.

Unfortunately the *Lokal-Anzeiger* is not on our exchange list.

DRY GOODS ECONOMIST
231 West 39th Street New York

Incidentally there are 127 advertisers who have been using the *Economist* for fifteen years or more

An OFFSET PAPER with A Reputation to Maintain

For every grade of paper there is a certain standard—a sheet that combines all the desirable qualities.

EQUATOR OFFSET

has a reputation among offset printers and users of being the standard offset paper—The one sheet giving the best printing results and the greatest production day after day the year 'round. Equator Offset is made as a specialty. Rigid adherence to a certain standard for strength, finish, sizing, color and packing is producing a specialty Offset paper as uniform from every standpoint as is humanly and mechanically possible

Send for samples and prices

SEAMAN PAPER COMPANY

Formerly

BERMINGHAM & SEAMAN CO.

Paper Manufacturers

CHICAGO

208 So. LaSalle St.

NEW YORK

200 Fifth Avenue

St. Louis Minneapolis Milwaukee Buffalo St. Paul Philadelphia

adoption of the plan under which the tire people will operate from now on. Last year, 1917, the consumption was 157,000 tons in the tire industry. Under the allocation made on this basis the tire manufacturers can use about 100,000 tons during the present year. The first period during which the allocation is in force will expire at the end of July. If at the end of this period the allotment is found to be too large—that is, if it appears that other necessary industries in which rubber is employed have been given too small an amount of crude rubber—then the quota given the tire manufacturers may be reduced.

For the present, anyway, it is not thought likely that it will be necessary for manufacturers of other rubber goods to make any changes in their business.

Funeral Directors Have Plenty to Advertise

ELIZABETH, N. J., June 12, 1918.

Editor of PRINTERS' INK:

I was very much interested in the address of William H. Ingersoll, delivered before the retail jewelers convention in St. Louis and published in a recent number of PRINTERS' INK. The collective idea of advertising suggested by Mr. Ingersoll is one that has received some consideration by the funeral directors of the country, whose ethical standard prohibits advertising in any manner, shape or form. Though a funeral director myself and an adherent to the injunctions laid down in the code of ethics of my profession, I am, nevertheless, unable to understand the reason for this contra attitude towards advertising on the part of funeral directors. The paragraph from our code referred to reads as follows:

"It is derogatory to the dignity of the profession to resort to public advertisements, or private cards, or use of hand-bills, inviting the attention of the public to any of the wares connected with our profession. A funeral director should rely on his expert service and his professional abilities and acquirements, in order to merit the confidence and secure the patronage of this community."

A business so clouded in mystery or so little understood by the public as is that of the undertaker should, I believe, be advertised and the truth about it made known to the people.

The art of the funeral director is summed up in one word—Service. On this subject there is so much to be said that the funeral directors of the United States, individually or as a collective body, might wisely amend or repeal the fourth paragraph of their Code of Ethics and agree on a campaign that

would be at once educational and profitable.

The *Casket*, devoted to the interests of the undertaking profession, while holding to the view that the undertaker should not advertise, has the following to say editorially on the subject of collective publicity:

"Perhaps the best suggestion that we can make, after considering the whole subject and trying to be as fair as possible to those who desire to protect themselves against the grossly unethical advertiser (we cannot implicate those who live up to the Code) is that collective advertising, or, rather, collective publicity might solve the problem. . . . Let us go into a few suggestions concerning the true remedy as we conceive it. We have a National Funeral Directors' Association. Why not have that universally respected body appoint a committee and empower it to obtain expert assistance, if necessary, in the preparation of a series of leaflets or pamphlets for distribution among the public? No. 1 could touch upon such a phase; No. 2 upon another, and so on. These educational leaflets could be sold to funeral directors at a low price and by them distributed to the public. That would be collective missionary work of the kind that would count. Funeral directors in various cities could club together and also have these ethical talks to the public published in their local papers."

As yet no action of any kind has been taken in the matter by the National Funeral Directors' Association. I should like to see this subject of service advertising for funeral directors discussed in the columns of PRINTERS' INK by those who have made the ethics of advertising their life study.

JEROME BURKE.

Retailers' Credit Rating and Branded Goods

MEYERS BROS. INC.

"SAFETY-FIRST" GUARANTEED CLOTHES
PHILADELPHIA, PA., June 27, 1918.

Editor of PRINTERS' INK:

In conversing with Geo. Edwards, of this city, to-day, regarding the values of trade-marks, I happened to mention that I had travelled for sixteen years in the various parts of the United States, in a good many instances opening up new territory. As, I naturally desired some credit information from the men to whom I sold goods, I acquired the habit of studying trade-marks. I have found in my experience that any merchant carrying a number of advertised trade-marked goods was a good risk ninety-nine times out of one hundred for his normal requirements. I always figured, if it was necessary for me to ask the men for reference, that his credit in some cases was only fair and in the majority of cases not good at all. I invariably made it a rule to sell men who carried trade-marked goods and I always found it unnecessary to ask these men for credit references, as I got all the references I wanted from the various signs, price-tags, etc., of advertised brands of goods.

MORTON J. MEYERS, Treasurer.

Training Women to Take Men's Positions

(Continued from page 6)

injured, was rather disheveled. If the conductor had been a man, there would have been a rare and joyous fight! But the conductor was a weak woman and—. She looked at the man with a pleasant severity and stated, "You know you shouldn't have tried to get in when the door was closing."

"Yes'm. That's all right. My fault," said the man, and started to enter the car.

"No. Wait a moment," she insisted. She wrote out a confession which would forever prevent his even thinking of getting damages: "It was my fault. I got in while the door was closing." And he signed it!

Like the New York surface cars, the Hudson Tubes, beneath the Hudson River, are using women in the by no means easy job of subway guards. The Brooklyn Rapid Transit uses them as conductors and for the cleaning of cars, and about stations uses husky Negro women as porters. In Buffalo women are also cleaning railroad cars.

CAREFUL WORKERS ON ELEVATORS

When it comes to elevator runners, women had, even before the War Department ruled that elevator-running was a non-essential occupation for men of draft age, begun to monopolize that field. Everywhere they are seen, both in apartment houses and office buildings. One of the most important and gratifyingly successful examples of their use for that purpose is that of the Woolworth Building, New York, with its fifty-four stories, and its battery of thirty elevators, carrying 40,000 passengers a day.

E. A. Cochran, the superintendent of that building, declares that he is absolutely satisfied. Women elevator-runners, says he, are safer, more careful about closing gates and making level stops and not taking more than the legal number of passengers, more cour-

teous to the public, and more likely to obey orders. They are not so fast—possibly as much as 15 per cent slower—but in this they are improving. And they do need more frequent rest periods. But this last means merely one extra relief operator for about thirty women.

They receive the same pay as men, with an extra bonus for perfect attendance. This is doubtless an important part of the secret of their success in this building. There is another large building in New York which tried women elevator-runners, gave them up, and announces in tones of grief that they are no good. But investigation shows that this building, which had been paying fifteen dollars a week to male elevator-runners, even before the many recent rises in wages, tried to get women at ten a week. Of course it failed to get anything but ladies, who, if they had any reputations at all, had them as charwomen!

Mr. Cochran said that his best evidence of the success of women elevator-runners was in the remark of a tenant—an oldish man, very rich, very fussy, and very likely to object to the universe. The old gentleman watched the woman elevator-runner take her car up, make her stops carefully, call her floors, and he snapped, "Huh! Never believed in woman suffrage till now. Tell you, girl, anybody that can run an elevator as well as that can vote! Here! Go get y'self some candy!" And he gave her fifty cents and bounded off the car at his floor.

Now that the provost general's decision has barred young men from most classes of hotel work, hotels are beginning to use women not merely for elevator-running, but for all classes of work—except bar-tending, and the heavier kinds of work as porters.

In the enormously important field of retail clerks, so decided has been the invasion of women that those most masculine of shops, cigar stores, are now turning to women. The United Cigar Stores chain, with its thousand stores, made a start in June with

Every month in the year
Merchants of Minneapolis
use more space in The
Minneapolis Journal than
in any other newspaper.

They are on the ground
and know Circulation
Values.

Why pay \$.0025

to place a full page ad in the hands of an automobile owner, dealer or repairman,

When \$.0016 will do?

The figures give the relative costs between the lowest priced of competitive mediums and the

AMERICAN AUTOMOBILE DIGEST

Formerly THE AMERICAN CHAUFFEUR

We will back them up with facts and figures if you say the word.

CINCINNATI'S OUR HOME

The Fifteenth Our Closing Date



A Recruiting Party

Soldier and Sailor CAMP NEWSPAPERS and MAGAZINES

One Million Dollars Every Day is spent at the Post Exchanges in these camps for everyday needs of the soldiers and sailors.

Let us tell you all about this market and its dealer outlets

COOKE & DELACORTE, INC.

Every Camp Covered

154 Nassau Street

BEEKMAN 2376

New York

a group of fifty women as an experiment. The first reports from that experiment are not merely satisfying, but genuinely enthusiastic. District inspectors, store sales-managers, and even the men salesmen who work beside the women, all have been watching closely, and all are converted.

The first fear had been the problem of flirtation. The company took pains to obviate difficulty, first, by having the women clerks selected by a capable woman; secondly, by warning all men employees that any frivolity would be followed by dismissal. It was the public of whom they were afraid—but the public have not only not tried to take advantage of the women clerks, but seemingly, in a large percentage of cases, men rushing in to buy tobacco have not been conscious that it was women and not men who were waiting upon them.

The women cannot stand quite such long hours as the men, reports the company, but they are as enthusiastic and efficient as men clerks and, if anything, learn rather more quickly. More pains have been taken with their training than in the case of the men, though that is thorough also. They are given the same course of lectures and the same training in a model store, and are also taken through tobacco factories and storage warehouses so that they may know the history of the wares they handle.

Without exactly providing a uniform, the company has had the girls wear a smock of blue, which is both neat and inconspicuous.

As to women in farm work, the Sunday newspapers have published so many ridiculous pictures of movie actresses in costumes unsuitable to any agriculture more strenuous than the growing of geraniums in a window box that many farmers have come to scoff at woman farm labor. But it is a fact that this year more than a thousand women in New York alone are doing the most practical and efficient kind of farm work—they are really getting out the

crops. An example is the Sodus unit, of 150 women, living together in a camp, with women supervisors. A new unit of 150 is to pull, sucker, and string tobacco in Northern Connecticut.

Mostly they have been used for truck farms, for weeding and cultivating, and for picking fruit—for example, the peach crop in New Jersey—but in some cases they are also driving tractors.

WHAT IS NEEDED TO MAKE EMPLOYMENT OF WOMEN SUCCESSFUL

There are but a few of the actual cases in which women are solving the labor problem. But there are two complications—the employer who wishes to use them must engage skilled employment agents to find the right women instead of letting any casual foreman hire them, and he must pay the money. He must pay the money! If he is not prepared to do that he cannot use this solution. Everywhere is the report, "Yes, we are paying the women exactly the same as the men, and not only that, but giving them model rest-rooms." For instance, in the du Pont factory large numbers of girls are getting thirty-two cents an hour, and the stronger women, who keep the pumps clean, are getting thirty-six. Advertisements offer elevator women sixteen dollars or more a week.

If one may judge from the testimony of large employers, women cannot and will not be so punctual or so regular in attendance as men, and they will not obey women supervisors—they are so personal in their point of view that they should have men supervisors, and unconsciously, without any flirtation about it, they work as much for these men as they do for ambition or for interest in the work. But despite these psychological complications, despite their smaller strength and endurance, women not merely could solve, but actually are solving, the question of labor shortage, and they are offering the one way out from industrial stagnation during the tense days of the war.

"Thinking in Hemispheres"

"Most men think in bailiwicks, many think in shires, occasionally one thinks in nations—only a few ever think in hemispheres," a great statesman is reputed to have said. The reader of

The Christian Science Monitor

An International Daily Newspaper

is compelled to think in hemispheres.

In news, in editorial attention, in advertising, Melbourne is the neighbor of New York, London is over the fence from Valparaiso.

From its own news bureaus and special correspondents throughout the world The Monitor collects the news of the world, and circulates back the printed papers to every country on the globe.

It is indispensable to the man, woman or child, of any creed or country who can read English, and who would make his view world-wide.

The Christian Science Monitor, 3c a copy, is on general sale throughout the world at news stands, hotels and Christian Science reading rooms. A monthly trial subscription by mail anywhere in the world for 75c; a sample copy on request.

THE CHRISTIAN SCIENCE
PUBLISHING SOCIETY

BOSTON

U. S. A.

Sole publishers of all authorized
Christian Science literature

Unexpected Classes of Goods Called for by Broadening War Market

Some Goods, Supposed to Have No Chance in War Programmes, Find Large Sales

Special Washington Correspondence

THE experience of various firms in the automobile and accessory industry ought to convince almost any manufacturer that he need not accept an outsider's assumption of the non-essentiality of his product nor proceed pell mell to the conversion of his plant.

From some of the loose talk that has been indulged in, one might suppose that every manufacturer of passenger automobiles might as well shut up shop if unable or unwilling to shift to the production of trucks or something else. Yet, as a matter of fact, the American Red Cross has sent more touring cars than auto ambulances to France. It has been patent that there would always be a demand for stock models for use as officers' cars, and a leading official stated to PRINTERS' INK this week that the Government has come to the conclusion that in the case of enlisted men as well as in the case of officers it is well to conserve human energy by directing that movements be made by motor car instead of afoot, no matter whether the nomadic soldiery be in small groups or in companies. To the same end, as an object lesson for business, is the remarkable war-time utilization of the motorcycle and the side car.

The motor situation proves furthermore that in finding salvation within itself an industry is not necessarily compelled to limit vision to the military horizon. With something like 100,000 trucks delivered or on order for army use, the American truck industry could probably save its face if restricted to the War Department as a customer. Yet without relaxing on its military contracts the industry has by every means in its power furthered the high-

way transport movement with the result that we have a civilian demand for trucks that would not have been built up in a score of years had not the railroads proved unequal to their war-time task.

Do we all grasp, too, what a bit of foresight enters into the calculations of the motor truck manufacturers in encouraging the establishment throughout the country of a network of motor truck express and freight routes? For months past some of the far-sighted men in the industry have been puzzling their heads over what might happen to commercial demand in their line after the war if Uncle Sam saw fit to dump on the market, as he supposedly would, scores of thousands of "used" trucks of various capacities. But with the carefully-nurtured motorization of the Parcel Post service, city cartage and inter-city and rural freight and express transport, there is not much danger but that there will be provided a market that will absorb all the second-hand cars that Uncle Sam will release and at the same time call for new equipment that will keep the factories going.

MANY FIELDS ARE BROADENED

PRINTERS' INK has conveyed a hint to manufacturers as to the tremendous new market, of almost limitless range, that has been opened by the Government's shipbuilding programme and plans for the establishment of a merchant marine. Director General McAdoo's orders for new cars may signalize a period of heavier buying for the railroads than was characteristic of the most recent years under private ownership when financing was a problem. No manufacturer desirous of placing his product in tune with war aims and war needs can af-

The Buying Power of Insurance Men

The so-called General Agent in the Insurance business is a factor almost as great as the insurance company itself. His jurisdiction frequently extends over several states. He has numerous branch offices or sub-agencies. His offices are equipped no less completely than the home offices of the companies he represents.

With the General Agents, however, the market takes on a more personal aspect. They are the producers. They live well, eat well, travel in comfort and patronize the best hotels and the finest resorts. They buy the best sporting goods, ride in the best automobiles, and smoke good tobacco. Besides this, all that we said in our last advertisement about the insurance companies, applies to the General Agent too. (See Printers' Ink, June 20, 1918.)

**DO YOU SELL AUTOMOBILES?
DO YOU SELL MEN'S WEAR?
DO YOU SELL TOBACCO?
DO YOU CATER TO
TRAVELERS?**

TALK TO INSURANCE MEN THROUGH

The Weekly Underwriter

Established 1859

**EIGHTY MAIDEN LANE
NEW YORK, N. Y.**

ford to overlook the fact that all manner of farm-operating equipment involved in the production of food is rated "essential." Finally, by way of suggestion, it may be cited that Uncle Sam has under way a \$110,000,000 housing plan to provide habitations for war workers that insures a market for many specialties even at a time when building construction in general is being discouraged.

Mention of the field of opportunity last cited brings to mind the opening that the war has made for educational and promotive work on the part of the advertisers of products that the general public would never think of as "war necessities" but which get that rating at Washington. Perhaps the most lavish advertising campaign ever entered upon to sell a single customer has been that whereby the manufacturers of ready-to-erect houses and portable houses sought to enroll Uncle Sam as a war-time customer. As inspirational a campaign story as any **PRINTERS' INK** has chronicled is that of the drive on the part of the manufacturers of wall board that led to the adoption of this widely advertised commodity as interior finish for camp and cantonment buildings and office structures for war workers. And who can fail to find a connection between the leniency that the United States Fuel Administration has shown to the manufacturers of hollow building tile and the outcome of that sales effort which persuaded the Government to turn from frame construction to hollow tile as a medium for emergency office buildings for war purposes?

The recent decision to double the size of our military bands and to organize additional fife and drum corps has suddenly created demand in a quarter where it would not have been anticipated. The business thus unexpectedly created for makers of musical instruments is on a par with the enlargement of demand for the small, portable knitting machines that is resulting from the Red

Cross "comforts" movement and parallels the rush of orders under which manufacturers of pressure canning outfits have been buried ever since the home canning and preserving propaganda was inaugurated.

Logically the outcome of the situation that is developing will be that even those industries that have been compelled to restrict most rigidly their output for commercial purposes will be granted "exceptions" to take care of the demands that may arise incident to the prosecution of the war, no matter whether these demands develop instinctively, as we might say, or result from demonstration by a manufacturer that his product has a war function. In some instances the commercial soft drink industry is being hard hit but a compensatory new demand is found in the millions of bottles of soft drinks required for the soldiery.

CO-OPERATION NEVER BEFORE EXTENDED

Not until so recent a date in our war-time industrial history as the first week in June, 1918, was there disclosed what is likely to prove the strongest of all incentives calculated to make the average manufacturer anxious to enter the war service of the military or civilian population. It comes out, now, that the manufacturers who are producing for war are to have the benefit of an interchange of technical information that will be most valuable not only in the present emergency but in the commercial reconstruction period after the war. This is the significance of the localization in twenty different districts throughout the country of the work of the newly-created Resources and Conversion Section of the War Industries Board.

The new regional organizations of manufacturers and the clearing house at Washington through which the system will operate will have nothing whatever to do with the supply and purchasing agencies of the Government except for the purpose of submitting informa-

"Right Away, Sir!"

Rapid Service means all the name implies—Prompt, Efficient handling of your Electrotype orders—whether you are located on the Atlantic seaboard or the Pacific Coast.

We make all kinds of Advertising Plates and Trade Cuts, including Stereotypes and Mats, Electros by the wax or Dr. Albert Lead Mold Process. Sole owners U. S. Letters Patent on Aluminotype.

The Rapid Electrotpe Company

W. H. KAUFMAN, President and General Manager

Largest Makers and Distributors of Advertising Plates in the World

New York

CINCINNATI

Chicago

REFERENCES:—Any five national advertisers you may think of. If you ask them, you will, perhaps, find that several of them already know what Rapid's Service means.

PHOTO-CHROMOTYPE ENGRAVING CO.



An organization of Expert Artists and Engravers producing the highest quality of Halftone, Line and Color Engravings. Special Department for Brass and Steel Dies.

920 RACE STREET - PHILADELPHIA, PA.



The Best Way

In every business there is one "best way" and *that way pays*. So in life insurance: the *best* way is the up-to-date, *non-agency* way, because it saves so much of the money that generally goes for agency-expense. The leading non-agency institution in this country—the one that thus saves for you, is the

Postal Life Insurance Company

RESOURCES, \$9,000,000

INSURANCE IN FORCE, \$40,000,000

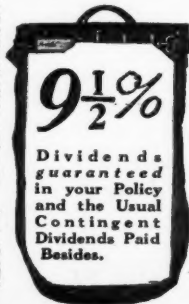
You arrange for your POSTAL LIFE Policy *direct*—by mail or personally at the Company's home office: you are not bothered by a life-insurance agent nor misinformed nor misled by anyone and your Policy is not saddled with yearly commissions.

It will pay you

to arrange your insurance-protection with the POSTAL LIFE: a Policy in the "POSTAL" safeguards the family; lifts the mortgage on the home; keeps the young folks in school; ensures old-age independence; is safe when banks fail. And the net cost is *low*.

You'll be interested in finding out just what the Company can and *will* do for you, *personally*.

Just write and say: "*Mail me life insurance particulars as mentioned in PRINTERS' INK for July 4th.*"



And be sure to give:

1. Your full name
2. Your occupation
3. The exact date of your birth

You'll receive full official information promptly by *mail*. No agent will be sent. The POSTAL LIFE does not employ agents. The resulting commission-savings go to you because you deal *direct*—the best way.

Postal Life Insurance Company

WM. R. MALONE, President
511 Fifth Ave., Cor. 43rd St.
New York



New Postal Life Building

tion, but will have a whole lot to do with the discovery of ways and means whereby manufacturers will be assisted to put themselves in a position to meet some war-time demand with the least possible disturbance of executive organization and factory forces. This interchange of information, it may be added, is not to be made through public channels but privately as need may develop.

Pointing out for PRINTERS' INK that the object of this important new Governmental machinery is "to stabilize industry," Charles A. Otis, who has been appointed Chief of the Resources and Conversion Section explained that the decentralized organizations of which he is the head will have four purposes, as follows: first, the development of existing sources of supply; second, investigation of the necessity for the creation of new facilities; third, investigation of the necessity for opening up new or additional sources of supply; and, fourth, the expediency of converting existing facilities to new uses in order that requirements may be fully met, and also in order that existing facilities and organizations whose normal business may have been interrupted, curtailed or destroyed through war conditions may be utilized to the fullest extent.

For the benefit of readers of PRINTERS' INK who have come in contact with George N. Peek, who, as Industrial Commissioner has been attempting to do single handed what will now devolve upon a big organization, it may be mentioned that Mr. Peek as Commissioner of Finished Products of the War Industries Board will have the general direction of the work of the new Resources and Conversion Section. However, the average every-day manufacturer may get his best advice as to how to obtain his full slice of the business pie by consulting not the executives at Washington, but his own regional representative who will be supposed to be conversant with local conditions as well as with national policy.

LITTLE ROCK IN THE PUBLIC EYE

LITTLE ROCK has made great progress in the past two years. The State of Arkansas, of which Little Rock is the geographical, commercial, railroad and manufacturing centre, has enjoyed fine crops, and is very prosperous, thousands of newcomers having selected the State for their homes in recent months.

Little Rock is a cantonment city, having one of the best located and most popular camps in the country, with an average of 60,000 soldiers in training here. The Government spent something like six millions in building the Camp Pike cantonment, and a million a month is spent here in salaries and for supplies.

The Government has also established a Picric Acid plant here to cost several million, and it is expected that this big plant will bring others and result in a big business in by-products.

There is not a vacant house for rent in Little Rock or North Little Rock, and hundreds of new ones are in course of erection which are already leased. Business is good. The people are prosperous.

Soldiers and visitors compliment the city on the fine spirit of her people in going after things, and on account of the hospitality of her people.

Little Rock and Arkansas have gone over the ton in every call for subscriptions for Liberty Bonds, the Red Cross and War Savings Stamps.

The city has a population of 25,000, in which should be added the 60,000 soldiers and officers of Camp Pike and Fort Logan H. Roots.

General advertisers should not overlook Little Rock and Arkansas.

The one newspaper with largest city circulation and which covers the entire State is the Arkansas Gazette (established in 1819). Circulation, average for 1918, Sunday, 53,550; daily, 22,450.

THE ARKANSAS GAZETTE,
Gazette Pub. Co., Publishers,
JOHN RYND CO., Eastern Representatives,
Burrill Building New York City.

The Services of Carle, the General Vehicle Sales Promoter Will Be Available Soon

Accented as one of the best co-ordinators of sales efforts in Motor Truck field. Four years' Railroad and Express training. Six years' Advertising Agency. Seven years Advertising Manager. Asst. Sales Manager, and in Agency and Foreign Sales Departments.

Extensive field work, including Terminal Congestion studies in 14 cities. Originator of G. V. "Conservation" Series so widely copied. Member A. N. A., Ex-Secretary Motor Truck Club, etc. Broad editorial and publicity experience also.

Age 37, married. Wants Sales Managership or Asst. Sales Managership in charge Advertising and Promotion work. Five thousand and a future takes him practically anywhere.

Box 168, care of Printers' Ink

How Torbensen Keeps Its Customers Sold

With Less Than 500 Possible Purchasers for Its Product, Advertises to 20,000,000 People to Build the Right Sort of "Backfire" from Users

THESE war times demand economy, says Mister Timid Manufacturer. Right, says Mister Business Expert, *but make sure that your economy is real economy, and not just blind money saving.*

For instance, you can save money by not buying a fire extinguisher to hang in the back hallway of your home; but it's mighty poor economy to do so and then see a \$17,000 investment burn to the ground. You can walk from New York to Chicago, if you want to, and save the price of a railway ticket; but while you're doing so, maybe all your prospective customers in Chicago are buying from Mister Hated Rival. If you are a youthful lover, court the daughter of the village squire, it's poor business economy to save the price of a box of candy and a dozen roses, and see some young upstart from the other end of town buy the candy, win the esteem, and marry the lady. And you can save money by not advertising, leaving your market unprotected—but that, as Rudyard the Kippler says, is another story. It is undeniably true, however, that the longest way round is often very much the shortest way home.

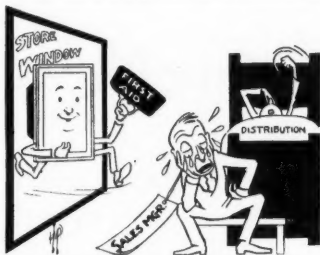
Perhaps no better illustration can be thought of than is to be found in the recent business history of the Torbensen Axle Company, of Cleveland, which makes internal-gear truck drive mechanisms, and sells them to manufacturers of motor trucks. In all this country there are not 500 truck makers who are by any stretch of imagination to be called good prospects for Torbensen axles; there aren't fifty who are big enough to make their orders of really first-class importance.

Yet the company has found conclusively that it is worth its while to advertise—and, especially

in war time—in other words, to *backfire* upon the truck manufacturer with demand for Torbensen axles. The advertising, which edged up close to \$100,000 in total during 1917, created interest in the name of the axle, and some knowledge of how it works, in something like a fifth of the population of the United States. This number includes hundreds and thousands of prospective truck buyers; and their interest in Torbensen axles is reflected back to the motor truck salesmen; it backfires again to the dealer, and is reflected back from him to the manufacturer. This is not by any means a new business idea; but the way it works out is particularly interesting in this case as showing a war-time measure of economy in selling which will be of the widest interest among manufacturers who are working in a market of similar sales problems.

GREAT POSSIBILITIES IN MOTOR TRUCK FIELD

One especially interesting angle of this sales method for Torbensen axles is founded on the rapid growth which is possible for a motor truck manufacturer in these days. Even without reference to Government war orders, and ignoring the recent spectacular development of "long haul" motor truck service across country, the American market is expanding at a very rapid rate. Five years ago, for instance, a certain motor truck company was incorporated for \$8,000 and started to do business. In that year, we might remark parenthetically, the Torbensen company made exactly 244 axles. Last year the truck manufacturer produced 25,000 trucks—and Torbensen produced axles to the tune of some 30,000. The magic growth of the business is worth



Sig-No-Graph— First Aid to Distribution

When distribution begins to falter the sales manager's dreams are troubled. The Sig-No-Graph is a powerful force in creating consumer demand when window and store displays are set up with it. Its novel and pleasing light effects always command attention and create interest in the merchandise. The Sig-No-Graph will solve *your* sales problem, Mr. Salesmanager, and effect 100% distribution for your product.

Write for our booklet—"Winning Sales With the Sig-No-Graph." It will be sent upon request.

THE SIG-NO-GRAPH

NATHAN HERZOG

433-435 South Dearborn Street, CHICAGO

Hermes Book

is a dull finish, uncoated
paper, suitable for fine
half-tone printing.

CLARKE & COMPANY

225 FIFTH AVENUE
NEW YORK

General Sales Agent for Book Papers
Manufactured by Crocker, Burbank & Co.

Two Years of Gratifying Progress for "The Sun" and "The Evening Sun"

[Reprinted from the editorial page of THE SUN, July 1, 1918.]

THE SUN and THE EVENING SUN have now been under the direction of the present owner two years. On the last day of June, 1916, they passed into Mr. Munsey's hands. In this time both of these newspapers have made gratifying progress in every respect. They circulate much more widely and have gained handsomely in substantiality and in earnings.

THE SUN (morning issue) now has a circulation of just about two and one-half times its circulation of two years ago, and this notwithstanding the recent advance in selling price from one to two cents. True, it sold at two cents when Mr. Munsey bought it, but immediately on his purchase went to one cent.

To have withstood the shock of an advance in price of 100 per cent. as THE SUN has with practically no loss whatever in circulation over the one cent price of four or five months ago shows that it has a firm grip on its readers, and no genuine newspaper ever has such grip on its readers except it covers the news faithfully and in good form and editorially is honest and straightforward.

The owner of THE SUN has no personal ambitions to serve through this newspaper. His sole purpose is to give to this community and to the nation a worth while newspaper that shall stand ruggedly and unswervingly for the right.

And this policy applies the same to THE EVENING SUN, which has shown splendid development in these two years under its new ownership. In this time it has gained constantly in circulation, in advertising revenue and in popularity. And it has made this circulation gain in spite of the fact that its selling price has been doubled, carrying it from one cent to two.

THE EVENING SUN has come to occupy a very big place among the evening newspapers of New York. In class and quality it stands alone among all the evening papers of big circulation. Indeed it well nigh covers the entire field of culture, of wealth and highest grade citizenship generally.

In this respect THE EVENING SUN has a unique position in New York. No other newspaper in New York, morning or evening, can match the measure of highest grade circulation of THE EVENING SUN in Manhattan and the communities immediately adjoining. And strong as its position has been and now is it is getting stronger every day.

charting from year to year since it was organized in 1912, as follows:

Year	Axles produced
1912	31
1913	244
1914	175
1915	1,889
1916	10,850
1917	30,000

Thirty thousand axles in 1917 means somewhere between four and five million dollars' worth of business; and this done you will notice, with practically no sales organization at all, since the company has only some thirty customers. It is hardly to be wondered at, then, that the policy of creating consumer interest, and in this way working back to the truck manufacturer, is worth following up.

The consumer advertising is, of course, accompanied, and was preceded by work of a more direct character. Almost as soon as the organization was created, in 1911, to manufacture the axles invented by Viggo V. Torbensen (an expert engineer who came from Denmark to specialize in the United States in internal explosion engines) business paper advertising was inaugurated. This was supplemented by occasional letters to the truck manufacturers, and by all the more personal forms of solicitation which are appropriate when there is a limited sales field and an individual contract may run into thousands of dollars. Good progress was made steadily during the period from 1912 to 1916, as will be seen by referring to the sales figures for the latter years.

The idea of doing national advertising was, in a way, an outgrowth from the exhibitions of Torbensen axles at the automobile shows. For three years representation was maintained at the more important annual shows, and here an interesting fact was discovered. The technical men from the truck manufacturers liked the axle. They had no hesitancy in saying so. But the manufacturers themselves, often men with a general business training rather than

an engineering education, were more inclined to be lukewarm. It was necessary somehow to bring pressure to bear on the manufacturer from an outside source. Obviously, the answer was—the dealer! If the manufacturer could be made to realize that his own dealers liked and wanted the Torbensen axle, he would certainly be willing to listen with a more friendly ear while its mechanical features were explained to him. And, by the same token, a dealer who knew all about the axle, and could explain it with enthusiasm to a prospective truck-buyer, would make more sales, and enlarge the market.

A national campaign starting in March, 1917, and using full-page space in a group of national weeklies, was the answer. The copy was simple, but emphatic. "It is the rear axle *drive* that makes a truck a *truck*!" said the initial advertisement, and then went on to show how hard is the usage that a rear axle gets, how no passenger-car axle could stand up under such a strain, and how the Torbensen axle was built to meet that specific problem, with one strong I-beam to carry the load, and a separate "jack shaft" to transmit engine power and apply it near the rim of the wheel, where it has the maximum of leverage in overcoming inertia. "The rear axle carries 80 per cent of a truck's load," said advertisement No. 2 in the series; and later copy emphasized the reliability, "foolproofness," and simplicity of the Torbensen axle. Every piece of copy carried the slogan "Largest builder in the world of rear axles for motor trucks," and mentioned the "gold bond guarantee" which promises to every user of Torbensen drive that "the I-beam axle and spindles will last as long as the truck; and the internal gears will last at least two years." This guarantee is a document handsomely printed somewhat after the style of a Government or corporate security. It is filled in with the name of the purchaser, style and number of the truck, number of the axle, and the date, and,

while simply worded, is sufficiently sweeping in terms to make its intention of good faith obvious.

This national campaign was effectively capitalized in advertising to truck dealers, both in the columns of the business papers read by them, and by direct mail matter. One striking broadside was 25x38 inches when unfolded, and

done so far and what we will continue to do *right along* to help dealers sell Torbensen-equipped trucks.

"The demand for trucks with Torbensen Drive is enormous—so great that our manufacturing facilities had to be *tripled* this year to keep pace with it."

The broadside offered to send a booklet, "Driving at the Wheel and near the Rim," explaining the mechanical aspects of Torbensen axles in a simple way. Another big broadside sent the dealer used half its space for an enormous phantom drawing of a motor truck wheel with Torbensen axle in place, and explanatory text so clear that nobody could help understanding it except a man who is "permanently exempt from draft for mental reasons."

The dealer's salesman was not forgotten in this campaign to accumulate pressure on the motor-truck maker. Special booklets went to a big list of these men, explaining the axle and showing how it could be used as the strongest feature of the sales talk for a truck equipped with

44,257 trucks have TORBENSEN DRIVE—

Torbensen Drive is unequaled and unchallenged. Hundreds of these 44,257 axles have been in use—have won a fundamental, hard-earned reputation for which no other type of truck axle can be matched.

Torbensen is the one drive for every service. It will give you superior satisfaction and service wherever the use of your truck or the duty it is called upon to perform.

Torbensen-equipped trucks give along steadily, year-after-year, in summer heat and winter cold. They go over rough roads and smooth, through heavy city traffic and at higher speed, through the open country.

Strong, simple, maintenance-free, fuel-saving, the faith of the makers of thousands of the best wheels—these are the facts behind Torbensen Drive—the reason why you should buy trucks with Torbensen Drive. They are money-saving trucks that make good.

We have a very interesting booklet about TORBENSEN Drive—"Driving at the Wheel and near the Rim." It explains every detail in simple language. Your copy will be mailed the minute your request reaches us.

THE TORBENSEN AXLE CO.
CLEVELAND, OHIO

Illustration of Torbensen Drive in the use of a truck, and a close-up of the axle mechanism. A legend explains the parts of the axle. A legend explains the parts of the axle. A legend explains the parts of the axle.

Largest Builder in the World of Rear Axles for Motor Trucks

PRESTIGE COPY IN CONSUMER MEDIUMS

went to the truck men folded four times. Six of the magazine full pages were reproduced in it life size, and the accompanying copy gave figures on the circulation of each publication. "This national advertising makes truck selling easy for you," argued the copy, "because it does the 'missionary' part of your selling. It brings buyers into your showroom *half sold*—and often *all sold*. Many dealers know this from experience.

"We are sending you this big circular to show you what we have

it (since the type of power transmission is the biggest problem in the truck business, anyway). Post cards subsequently followed up this educational work, reminding the salesman of the outstanding points of merit in the Torbensen axle.

One of the first and most vigorous effects of this campaign came in the form of reports from the truck manufacturers who were already using Torbensen axles. They reported that the national advertising was making it easier

Moving the Capital to Philadelphia

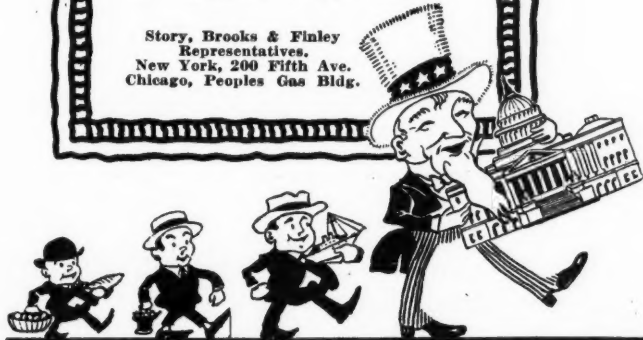
WITH SCHWAB and his ship-building already here, and with Food-Administrator Hoover and Coal-Administrator Garfield ready to move here, too, Philadelphia will be the hub in the wheel of American war industry this coming year.

That means lots of people and plenty of money to buy *your* products, Mr. Advertiser. The most substantial element in all of the desirable classes read

THE PHILADELPHIA RECORD

because even in these days of wild war suppositions, it is living true to its reputation—*Always Reliable.*

Story, Brooks & Finley
Representatives,
New York, 200 Fifth Ave.
Chicago, Peoples Gas Bldg.



to sell trucks equipped with the axle, and thereby increasing their sales. Naturally, the company is not at all displeased at this effect, since the more sales, the more axles!

The next effect came in the shape of reports from dealers appreciating the educational work of the company in breaking ground for them; and declaring that they found their prospects already studying the subject of transmission, and in a receptive mood for the salesmen's arguments in regard to Torbensen axles. Similar reports have come in from the salesmen themselves.

STRENGTHENS ITS POSITION AGAINST FUTURE COMPETITION

"The results of the campaign thus far in creating new customers among truck manufacturers is something which is rather difficult to discuss," said J. O. Eaton, sales manager of the company, to a representative of **PRINTERS' INK**. "The matter is complicated by long-time contracts, by the competitive situation, and in other ways. However, I am willing to say that we are unqualifiedly pleased with the results of our advertising, in every way. Such a campaign as ours is, of course, largely psychological in its outlook. Any factory which is placing its product with a very few manufacturers who use it as an element in their own output, must naturally face the question of guaranteeing its future against the likelihood of a sudden shift in choice on the part of its customers; and this quite regardless of the quality of the product.

"For instance, new inventions; sudden shift in public demand, etc., etc., may make a reversal of conditions which will make serious inroads on the market of the man who markets 'wholesale.' By our advertising campaign we have gained the interest of the truck-user in our product; we have 'sold' our product to the truck salesman, so that he would be very sorry to have to handle trucks not Torbensen equipped in place of those which are; we have done

the same for the dealer who buys his quota of trucks with cheerful confidence because he knows that our advertising will help him sell them; and finally, the truck manufacturer realizes that we have turned his use of Torbensen axles into a great big asset for him in helping him to dispose of his annual output. Under such circumstances, the manufacturer would think a long, long time before he changed his specifications from Torbensen to some other axle; and that, I think you will agree, is a highly desirable position for a manufacturer situated as our company is, to be in."

Wm. A. Scharon With Hyatt

William A. Scharon, formerly with the advertising departments of the Packard Motor Car Company and the Timken Companies, Detroit, and recently with Rogers & Company, Chicago, has been appointed advertising manager of the Hyatt Roller Bearing Company, tractor bearings division, Chicago.

Wittmack With Carnation Milk

C. W. Wittmack has resigned as sales and advertising manager of the Oshkosh Overall Company, Oshkosh, Wis., to become assistant advertising manager of the Carnation Milk Products Company, Chicago and Seattle. He will be located at the Chicago office.

Joins Amsden Studios

E. H. Roberts, formerly publicity manager of the Maxwell Motor Car Company, Detroit, and later secretary of the advertising clubs of Rochester and Cleveland, has been appointed sales manager of the Amsden Studios, Cleveland.

Manager of Purchasers for Denby

W. E. Hutchinson, formerly with the United States Ball Bearing Company, Chicago, has been appointed manager of purchasers of the Denby Motor Truck Company, Detroit.

Appointment by Essenkay Products Co.

H. A. Waterbury has been appointed advertising director of the Essenkay Products Company, Chicago. He succeeds A. H. Sipman, who has joined the colors.



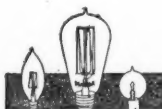
MAZDA

*"Not the name of a thing,
but the mark of a service"*

MAZDA is the trademark of a world-wide service to certain lamp manufacturers. Its purpose is to collect and

select scientific and practical information concerning progress and developments in the art of incandescent lamp manufacturing and to distribute this information to the companies entitled to receive this service.

MAZDA Service is centered in the Research Laboratories of the General Electric Company at Schenectady, New York. The mark MAZDA can appear only on lamps which meet the standards of MAZDA service. It is thus an assurance of quality. This trademark is the property of the General Electric Company.



A MAZDA Lamp for every purpose



RESEARCH LABORATORIES OF GENERAL ELECTRIC COMPANY

Arthur Brisbane

Said in a Recent Editorial

" * * * the local newspaper's advertising in proportion to cost and circulation is by far the most valuable in the United States—to the man who has anything **WORTH WHILE FOR SALE.**"

The Point
of Least
Resistance

NEW ENGLAND'S

The First
Section
to Cover

Local Daily Newspapers invite advertisers to a proof of Brisbane's statement. This section in its great industries is glowing with the vitality of youth. Never before were such high wages paid in industries. Trade is flourishing here, so this is the great section for your trial campaigns, and your regular campaigns.

These 15 good dailies should be on every list.

MANCHESTER, N. H. UNION and LEADER
Daily Circulation 25,000
Population 75,063, with suburbs 150,000

FITCHBURG, MASS., SENTINEL
Daily Circulation 5,587
Population 39,656, with suburbs 150,000

LYNN, MASS., ITEM
Daily Circulation 13,227
Population 89,336, with suburbs 100,000

LOWELL, MASS. COURIER CITIZEN
Daily Circulation 18,145 net
Population 114,366, with suburbs 150,000

SALEM, MASS., NEWS
Daily Circulation 18,949 net paid
Population 43,697, with suburbs 150,000

SPRINGFIELD, MASS., UNION
Daily Circulation 36,623
Population 100,000, with suburbs 250,000

TAUNTON, MASS. DAILY GAZETTE
Daily Circulation 5,721 net paid A. B. C.
Population 38,000, with suburbs 53,000

PAWTUCKET, R. I., TIMES
Net Paid Circulation 23,852, A. B. C.
Serves territory of 130,000

BRIDGEPORT, CT. POST and TELEGRAM
Daily Circulation 37,604 net A. B. C.
Population 150,000, with suburbs 220,000

NEW HAVEN, CT., REGISTER
Daily Circulation 20,461
Population 150,000, with suburbs 175,000

NEW LONDON, CT., DAY (Evening)
Daily Circulation over 10,700—2c copy
Population 30,000, with suburbs 60,000

MERIDEN, CT., JOURNAL
Daily Circulation 5,120
Population 37,265, with suburbs 50,000

WATERBURY, CT., REPUBLICAN
Daily Circulation 11,083 net paid
Population 73,144, with suburbs 100,000

PORTLAND, ME., EXPRESS
Daily Circulation 23,971
Population 58,571, with suburbs 75,000

BURLINGTON, VT., FREE PRESS
A. B. C. Daily Circulation 10,304 net
Population 22,000, with suburbs 40,000

EACH OF THE NEWSPAPERS here named is a power in its home community.

New Names of the Honor Roll

JOHN O. POWERS CO.
Robert J. McMahon, U. S. A. Radio Service.

H. J. Schwaacke, Aviation Signal Corps, Kelly Field, San Antonio, Tex.
HANFF-METZGER, INC.

C. J. Atkinson, contract manager, U. S. A., Camp Hancock, Augusta, Ga.
CARL M. GREEN CO.

D. F. Montgomery, U. S. N., Co. 140, Barracks 583-E, Camp Decatur, Great Lakes, Ill.

WALES ADVERTISING CO.
Charles Proner, Radio Service, National Army, N. Y. University, University Heights, N. Y.

H. K. MC CANN CO.
Gregory H. Starbuck, Camp Dix, Wrightstown, N. J.

Joseph Hayes Burchfield, Medical Corps, Fort Oglethorpe, Ga.
HOYT'S SERVICE, INC.

Ralph Bertini, Aviation Service, School of Aeronautics, Mass. Institute of Technology, Cambridge.

CROSBY-CHICAGO
Thos. J. Van Derslice, Co. A, 54th Engineers, National Army, Camp Dix, Wrightstown, N. J.

LINCOLN, NER., "STATE JOURNAL"
J. W. Seacrest, U. S. Signal Corps.
"COLLIER'S"

Morgan T. Riley (mgr. Research Dept.), First Lieut. Statistician on General Staff of National Army.

MOTOR BOATING
W. G. Norris (Western mgr.), Royal Air Force of Great Britain.

WILLIS-OVERLAND, INC.
Wallace M. Findlay, National Army, Camp Sherman, Ohio.

HYATT ROLLER BEARING CO.
H. M. Carroll (adv. mgr. Tractor Bearings Div., Chicago), Camp Wheeler, Ga.

GRIGGS COOPER & CO.
James I. Haynes (dir. of advertising), Aviation Section of the Signal Corps, School of Military Aeronautics, Austin, Tex.

WESTFIELD MFG. CO.
W. K. Porzer (adv. mgr.), Coast Artillery, Fortress Monroe, Va.

J. I. CASE THRESHING MACHINE CO.
Myron O. Lawson (assist. adv. mgr.).

HUFF MOTOR CAR CORPORATION
James G. Roe, Tank Div., U. S. A.

Change in New York Paper House

The firm of Andrews & Lewerth, New York wholesale paper dealers, has been incorporated as Lewerth & Culbertson. The principals are Daniel Lewerth and Dwight C. Culbertson.

New Sales Executive for Oakland Motor Car Co.

Ernest L. Kreamer has been appointed sales and advertising manager of the Oakland Motor Car Company, Pontiac, Mich., in place of Leon F. Hussey, who has resigned.

Why it pulls all the time.

THE EVENING EXPRESS

pulls for advertisers all the time because back of it is a circulation with volume and quality—largest in the State; because it is published in the city that is the banking center, the jobbing center, the wholesale center of the State,

PORTLAND, Maine

"the lovely city of the North."

The EXPRESS, with its net circulation of 23,971, reaches about 90 per cent of the newspaper reading people of Portland and suburbs.

*The Julius Mathews Special Agency
Boston—New York—Chicago.*

How New England's "Wonder City" Looks to An Insider:

"Bridgeport is a wonderful and prosperous city and should not be omitted from any advertising schedule."

THE Post and Telegram

Connecticut's Largest Circulation!

Leads all others in Circulation.
Leads all others in Advertising.
Leads all others in News.
Leads all others in Influence.

*The Julius Mathews Special Agency
Boston—New York—Chicago*

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. Telephone 1346-7-8-9 Murray Hill. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the officers.

Chicago Office: 833 Peoples Gas Building, 122 South Michigan Boulevard, KIRK TAYLOR, Manager. Telephone, Harrison 1707.

New England Office: 1 Beacon Street, Boston, JULIUS MATHEWS, Manager.

Atlanta Office: Candler Bldg., GEO. M. KOHN, Manager.

St. Louis Office: Post Dispatch Building, A. D. MCKINNEY, Manager.

London Office: 16 Regent Street, S.W., G. W. KETTLE, Manager.

Issued every Thursday. Subscription price, three dollars a year, \$1.50 for six months. Ten cents a copy.

Foreign Postage, two dollars per year extra. Canadian Postage, one dollar.

Advertising rates: Page, \$80; half page, \$40; quarter page, \$20; one inch, minimum \$6.30. Classified 45 cents a line—net. Minimum order \$2.25.

JOHN IRVING ROMER, Editor
LYNN G. WRIGHT, Managing Editor
R. W. PALMER, News Editor

EDITORIAL STAFF:

Henry A. Beers, Jr. Bruce Bliven
Frank L. Blanchard John Allen Murphy
Chicago: G. A. Nichols
London: Thomas Russell

NEW YORK, JULY 4, 1918

Advertisers Learning Self- Confidence

We believe it was William James, the psychologist, who said something to the effect that most persons have layers of energy and of ability that they seldom if ever tap. In other words, few of us ever use all of our energy or have occasion to draw on all of our ability. Within us there is locked up a dormant power that normally we do not release. We go through life using but a fraction of our native resources.

Some men are more successful than others, not always because they have more ability or greater chances, but because they make better use of the materials, the abilities and the opportunities that

are common to all. They use layers of capacity that the others neglect to develop.

The war has demonstrated the truth of Professor James' dictum. It has shown business men that they have layers of resourcefulness that they never dreamed they possessed. Five years ago no one would have believed it possible for business to stand up under the punishment that has been inflicted on it since 1914.

One crisis after another has come up. Problems of unparalleled complexity have arisen almost daily. Old markets have been closed over night and new markets have opened just as suddenly. There have been alarming labor difficulties, shortages of raw materials, Government regulation, transportation troubles and a hundred and one other perplexities that have become too familiar to require enumeration here.

Yet each crisis has been dealt with as it came up. Not only has business survived, but as a whole it has thrived amazingly. Why? Simply because business men have found they possessed more power than they realized. When beset by emergencies, their unknown reserve abilities came to the rescue.

This war experience proves conclusively that business problems have a way of solving themselves when they are faced steadily and fearlessly. They flee when attacked, but pursue when we run away from them. Henry Ford says that thinking will solve almost anything. "There is not a single detail in business to-day," he says, "but can be improved by thinking." Someone else has said that no task can withstand a day's work. No matter how gigantic it may be, a dent is bound to be made in the job by evening.

One of the lasting benefits that manufacturers will derive from the war is the confidence it has given them in their ability to handle any difficulty that may spring up in the path of their business. After dealing with the huge problems of war, how easy will seem the ordinary sales and advertising problems of peace!

**Trade
Advertising
vs.
Catalogues**

Manufacturers in a number of lines are finding business journal advertising an adequate substitute for catalogues. This movement has been gradually gathering strength for several years, but the war has given an impetus to it.

The issuing of catalogues under war conditions has been rather difficult. The principal trouble has been the unstable character of the market. Prices have been changing so frequently that almost as soon as a catalogue was issued it became passe. The shortage of merchandise and traffic congestion also affected the situation. Business concerns naturally hesitated to list articles in their catalogues when uncertain as to whether or not they could fill orders.

Because of these conditions a good many firms have temporarily discontinued the publication of a catalogue. Some have resorted to various other expedients. Some issue a priceless catalogue and give the quotations on separate sheets. Some send out nothing but a bare price list.

Still others have found that business paper advertising is a solution of the whole difficulty. Every time that prices change or that they have new goods to offer, they catalogue them in the papers reaching their trade. In this way the listings in the hands of buyers are always kept up to the moment. It is assumed that if a man isn't live enough to read the papers of his field, that he would also be too stagnant to look over any catalogues that might be sent to him.

One concern that has made use of this plan is P. Centemeri & Co., the New York glove house. Starting in 1913 with small space, the company has gradually increased it. This year it is using half a dozen business publications. It thinks nothing at all of taking several pages in a single issue of a paper. The copy is varied to suit the particular announcement being made, but much of it has the appearance of high-class cata-

logue copy, including illustrations, descriptions and net prices. The campaign has been singularly effective.

A number of other concerns use similar methods—some very liberally and others in a more modest manner. The recent trade advertising of the Durham Hosiery Mills, of Durham, N. C., is typical catalogue copy. Each item is illustrated and described and the wholesale price quoted. The price at which it can be sold at retail is also given. The United Knitwear Mills, of New York, also follow this plan. Several houses in the cloak and suit trade, such as C. Kenyon Company, announce special numbers in this fashion. In fact the idea of advertising in business papers instead of issuing catalogues is in great vogue just now and it seems destined to become still more popular. Merchants are so eager to find goods nowadays that there is no danger of their overlooking any good propositions that are made to them in this way.

Of course the plan has its limitations. Many companies cannot quote their prices openly in publications. Many lines could not be adequately shown in this manner. For many things catalogues are absolutely necessary, and there is no danger of their being supplanted. Nevertheless, there is a wide field for catalogue copy in trade papers. It is a good way to offer restricted output to the trade, without going to the expense of sending out salesmen. It is a good way to offer a seasonal product, where salesmen wouldn't have time to make the rounds of the trade. It is a good way to clean up odd lots, without making drastic price reductions. It has any number of uses that help salesmen and also that substitute for them when they are not available.

Also catalogues and trade advertisements can supplement each other. The Stanley W. Blum Company is following this plan. In its catalogue it names the business papers in which its new bathing suits will be announced as they are brought out.

Make "Social Service" Your Theme

That article by C. M. J., which appears elsewhere in this issue, suggests a wealth of war-time advertising copy. There is nothing strange or radical in the writer's suggestion. It is a strain of thought that has frequently found expression in *PRINTERS' INK*, especially since the nation has been at war. It is an idea that during the last fifteen months has been creeping more and more into the copy of many advertisers.

At the present time people are more interested in the social service that inheres in a product than they are in its novelty features or in any gimmicks that may be peculiar to it. Some persons may still buy a thing because of its style lines, but the majority are more interested in knowing how it will cut costs, save labor and help to win the war.

Right now it is expected of every man that he render some public service, either directly or indirectly. Parasites are not tolerated. The same demands are made on business and on each single product. People are expecting of a business, just as they expect of an individual, that to justify its war-time existence it do something for mankind and for the country. They insist that it be a help and not a handicap.

When submitted to such a test the overwhelming majority of all products are able to justify themselves abundantly. For many of these products this justification should be the theme of current advertising. It should not, of course, be boldly stated as a justification. The copy should, though, frankly explain the social service that the business is giving and tell people how to use the product so that the maximum service of which it is capable will be realized.

Many fine examples of such advertising are now appearing. Some of the best illustrations may be found in the motor truck field. Every one is now interested in trucks because of the tremendous part they are playing in the war and in our present industrial life. Most people are not prospects for

trucks and hence are not concerned about the vehicle's mechanical features. They are, however, vitally concerned in the welfare of the country and therefore want to know what public service the truck is rendering.

Right there is your angle to war copy. Talk social service, and not only prospects but every loyal citizen will be interested in what you have to say.

Advertising Can Undo the Work That Advertising Does

Do you remember that puzzled Irishman who never could understand how a man could blow on his coffee to cool it and blow on his fingers to warm them, "and the same breath, too, be jabers!"

There must be some people in Great Britain just now who are having somewhat the same feeling of mystification at the power of advertising to do a thing and then undo it. Quite a number of British gas and electric companies have in times past advertised to increase the consumption of their products, and with good success. But now that every bit of power, ounce of steam and pound of coal is being carefully conserved for the national service, these same companies, or some of them, are advertising to *decrease* the use of gas and electricity, urging the householder to be as sparing as he can for the country's sake. And this new campaign, too, is reported to be bringing results.

Truly, if you want to change a national habit nowadays, advertising seems to be your first necessity; and if, having changed it, you don't like your new state of things—why, advertise again and restore the *status quo ante*!

"American Machinist" Restricts Help Wanted Ads

Beginning July 1, *American Machinist*, New York, discontinued in its classified columns advertisements for machine hands, machinists and toolmakers. "There's too much loafing, too much shifting from one city to another and too much 'stealing' of men by some manufacturers," says the publisher.

1,264,825

Paid-in-advance yearly subscriptions to the Red Cross Magazine were on our records June 29th, 1918. No subscriptions are carried even one month after expiration, and the above figure does not include sales to news stands and to national and division headquarters.

September forms close July 15

The Red Cross Magazine

Owned by The American Red Cross and read by more than a million and a quarter patriotic American families

COLE & FREER
Peoples Gas Bldg.
Chicago, Ill.

A. EUGENE BOLLES
Advertising Manager
120 West 32d Street
New York

E. K. HOAK
Van Nuys Bldg.
Los Angeles, Calif.

The AUGUSTA CHRONICLE

Member A. B. C.

The Oldest Newspaper in the South

(Established 1785)

The Fastest Growing Newspaper in America

Its net paid circulation shows a gain of more than seventy per cent in the past twelve months.

No contests. No premiums

Just selling the paper on its own merits

The S. C. Beckwith Special Agency

Foreign Representatives

New York Chicago St. Louis

Advertisers who need *personal* service

If your appropriation is what most "big" agencies call *small*—say \$5,000 to \$10,000

We Want It

—because our success as an intensive service agency is being earned through helping the *little* account grow into a healthy, successful business.

Write or 'phone

—We will be glad to go into details with you.

Sterling Advertising Service

110 W. 40th St., N. Y. Phone 6490 Bryant

P. I. Readers Follow Leads

THOMAS RUSSELL
ADVERTISEMENT SPECIALIST AND
CONSULTANT

LONDON, May 24, 1918.

Editor of PRINTERS' INK:

An article which I contributed to the March 7 issue of PRINTERS' INK called "Teaching the Grocer" has brought me a considerable amount of correspondence both from America and here. The article was written in consequence of a suggestion from yourself; and described a very serious effort that is being made here, to give the retail grocer a really technical training. You will remember that I described the efforts of the Institute of Certified Grocers with this purpose, gave a syllabus of lectures, and towards the end of the article named a couple of books used as text-books for a part of the three-year course. It is a remarkable fact that, although these books were mentioned quite late in the article, I have ever since been bombarded with requests for copies of them.

As I told you in a recent letter, I often hear from friends on this side who read PRINTERS' INK, and there is internal evidence in their letters that they read it very thoroughly, for there is hardly any paragraph too obscure to produce some inquiry. For instance, you had an article on "Selling" prohibition to the nation. I was asked by more than one friend how prohibition could be "sold" and had to explain the American technical usage of the word, illustrating it by the fact that an organization is often said to "sell" its advertising policy to its employees. I can say for myself that I should not consider my week's work properly completed if I had omitted to read PRINTERS' INK all through, including the advertisements, for the latter are to a technical reader almost as interesting as the text. The various slants from which a newspaper will view its claims to advertising patronage are quite remarkable, and, I may add, are also quite helpful, for they suggest similar ways of viewing other selling claims.

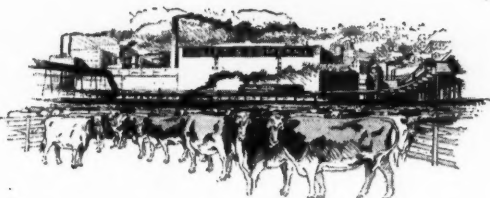
THOMAS RUSSELL.

Representatives Contribute to Red Cross

At the annual outing of the New York Representatives' Club last month a collection was made for the Red Cross; \$111 was contributed, and, with a \$50 Liberty Bond, donated by the H. J. Heinz Company for that purpose, the total donation was \$161. The official credit for this donation will be given to the Publishers' Division of the Red Cross Industrial Committee.

Manager of Ferry-Hanly Branch

George W. Bauerlein, of Kansas City, Mo., has been appointed manager of the New Orleans office of the Ferry-Hanly Advertising Company, of Kansas City.



A business that is as big as its job

KEEPING a nation of over 100 million people regularly supplied with meat and meat products is a big and complex job.

And a still bigger job when to it is added the needs of the American soldier here and in Europe and of the Allies as well.

It is a job of converting the live stock of the West into meat and meat products and distributing them in perfect condition over long distances to the consuming centers—the North, South, East, West and abroad.

A job of supplying with *unfailing regularity* products that in the main are perishable, in the exact qualities and quantities needed, to the smallest out-of-the-way village as well as to complex and congested metropolitan centers.

Only organizations like that of Swift & Company, with its highly-specialized methods of meat dressing, its hundreds of branch-distributing houses, and its thousands of refrigerator cars, could have handled such a job efficiently and at a minimum of expense in the present war emergency.

Today American meat and meat products are the recognized standard of the world.

And the economy with which these products are produced is indicated by the fact that today the meat of a steer, dressed, is sold for less than the cost of the steer on the hoof! The proceeds of by-products, made out of what once was waste, have made this possible.

The size of the job has dictated the size of America's packing industry. And America's packing industry has proved itself to be equal to its job.

Swift & Company, U. S. A.

A nation-wide organization with
more than 20,000 stockholders



The Little Schoolmaster's Classroom

IT is a popular saying that a fellow has to die to have pleasant things said about him.

The Schoolmaster has often thought of this in connection with salesmen. The distributing trade is constantly receiving letters from manufacturers lauding their products to the sky, but saying nary a word about the good qualities of the salesman who sells them. It is assumed that he can speak for himself and that it is needless to advertise his virtues.

Just the same, dealers like to receive letters with a pinch of sentiment in them. If the salesman makes good, he is likely to win the esteem of his trade. His customers like to see him get a pat on the back occasionally. Instead of letters saying "our Mr. Peters will call on you on the 17th with the snappiest line of fall models we have ever shown," dealers, once in a while at least, prefer to get letters something like this: "Mr. Peters is on his way to you with our new fall models. He thinks it is the smartest line we have ever shown and we believe you have always found that you can rely on his judgment. Look for him about the 17th."

* * *

Of course many concerns do get this friendly touch into their letters. A fine example has just reached the Schoolmaster. It was sent to him by a retailer-friend, who remarked that it "rings with sincere patriotic fervor and with a disinterested spirit that goes to the right spot." Here is the letter. It was written by R. T. Conley, Eastern manager of the Pittsburgh Plate Glass Company:

"On April 16 our Mr. P. G. Kinz volunteered his services to the United States Navy and passed with 100 per cent, although as a registered man under the National Draft, with a wife dependent on him, he would probably not have been called for some time to come.

"By his action, he, as thousands of others have done, proved himself a true American, ready to fight for democracy, for which the United States stands. Although the loss of his services for the time being is deeply felt by us, we are sure that he can, at this critical moment, be of more service to our country. On his return, we shall be only too glad to reinstate him in the employ of our company.

"This company has appreciated to the fullest extent the courtesy and favors shown by you, and wishes to announce that Mr. M. A. Gill will now represent us, with headquarters at Binghamton, N. Y. We feel sure you will find Mr. Gill a pleasant representative to do business with and sincerely trust you will favor him with a share of your esteemed business.

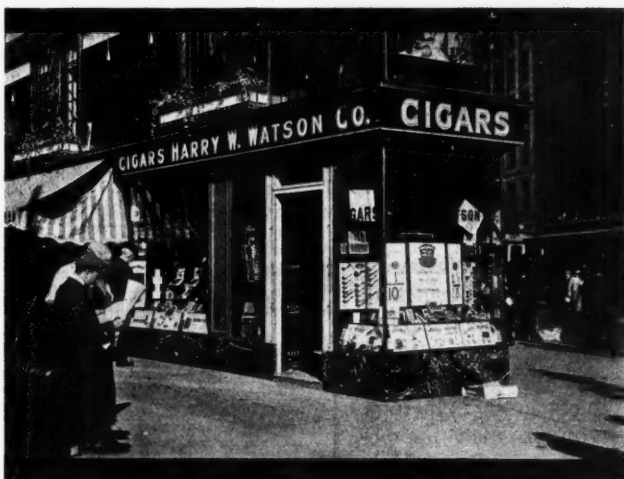
"In the meantime we shall be glad to receive your inquiries or orders, which will be promptly taken care of and placed to the credit of our representative."

* * *

The new advertising manager of a company making a certain household device was submitting to his boss the copy for a new booklet. The boss, a business "rough-neck" who has made a big success of his business in spite of his lack of education and refinement, rocked back and forth in his desk chair for a minute after reading the copy and finally blurted out, "Very nice copy; very nice—but the trouble with you advertising men is that you're too d—n subtle."

He went on to say much more, which the Schoolmaster will report just as quoted to him by the advertising manager, as nearly as he can remember it:

"You bring out all the fine points, one after the other, and when you get through there's nothing left to be said. Every feature, every advantage, every shade of difference, has been



Signs That Smile

Flexlume Oplex signs are like cheery friends on the street---bright faced, smiling fellows, always happy. At night when the lights are on each letter beams with a warm glow of geniality. It suggests good cheer, comfort, gladness. It makes you instinctively say to yourself: "I like this place."

You can project that same thought into the minds of the thousands who pass *your* door every hour in the day---do it at a cost of less than one fifth of a cent per thousand. Where else can you get such advertising at such a price?

Just buying a sign won't do. It must have personality.

The distinctive mark of Flexlume Oplex signs is their raised, white letters on a dark background---a solid outlined blaze of light by night, in the daytime almost as strong an effect, raised, snow white letters on a dark background.

Flexlume signs will help your business just as they are helping others, many of them large organizations like the Western Union Telegraph Co., United Cigar Stores, Hood Tires, Piggly Wiggly Stores.

We would like to send you a sketch showing how your sign will look, or if you are just generally interested the Flexlume book "Twenty Four Hours a Day"

The Flexlume Sign Co., ELECTRICAL ADVERTISING
1430-1440 Niagara St., Buffalo, N. Y.

Pacific Coast Distributors: Canadian Distributors:
Electric Products Corporation The Flexlume Sign Co., Ltd.
941 W. 16th St., Los Angeles, Cal. St. Catharines, Ont.

WANTED—

Production Engineer Cost Accountant Office Manager

Large manufacturing plant doing business of several million dollars annually and growing rapidly, employing 200 in office, 500 in factory, requires men for positions mentioned. Only men of broad experience will be considered. Excellent opportunity for growing up with a national institution. Located in city over 200,000. Living conditions ideal. Don't hesitate to give details.

"W.R." Box 167, care
PRINTERS' INK.

More rated retail Department,
Dry Goods and General Mde.
Stores are paid Subscribers to the
Merchants Trade Journal
than to any other trade publica-
tion. A. B. C. Members.
MERCHANTS TRADE JOURNAL Inc.
Des Moines, New York, Chicago,
Indianapolis.

mentioned. And I must admit that the way you handle the English language is great. But it would take a college professor to get out what you put into your copy, and our product doesn't go to college professors, nor even to their wives to any extent.

"Now, if I was writing this booklet, I'd pick out just about three points—the three most important ones—and I'd tell about them over and over again. I'd use different words each time, and different argles, but I'd harp on those three points until they *sank in*. Say—" he demanded suddenly of the advertising manager, "do you ever go to the movies?" The latter nodded. "Well, did you ever notice that when they show emotions they almost always over 'register' them—run twenty or thirty feet of film more than is necessary to tell you what they are driving at? Yes? Well, I'm told that lots of real refined, highly educated people object to that in the movies; they are used to subtle literature and art—psychological stuff, you know.

"But the movie producers make their stuff to 'register' on the mob, and the mob drinks in every foot of film. There is nothing subtle about the movies because producers know that it doesn't pay to be subtle. They're got to get their story across to *everybody*, even if it does bore some people with highly sensitive intellects. So have we. Now pull this booklet all to pieces, pick out the three main selling points and hammer on them from every angle until you are sure they are 'registered.' It isn't important that people know every little feature about our product, but it is mighty important that they *buy it*!"

The Schoolmaster passes on this little lesson for the consideration of the Class. The advertising manager in question was very much impressed with it himself, and went off to the movies forthwith to get more pointers in "registering."

* * *

In an address read recently at the monthly meeting of the Cham-

ber of Commerce in New York, G. A. Tomlinson, general manager of the New York Canal Section of the Railroad Administration, complained that people had lost the canal habit.

Mr. Tomlinson stated that the New York Barge Canal is open for traffic. "But business is not being offered to the canal," he said, "and my organization is losing valuable time and opportunity for acquiring experience as a consequence.

"Shippers have lost the waterway habit, and while I have met with a well nigh universal expression of popular good-will and co-operation, I am compelled to admit traffic, if not at a standstill, is very small in volume."

The Schoolmaster can well un-

derstand what Mr. Tomlinson is up against. His is somewhat the same problem that has confronted nearly everyone who has tried to introduce a new thing and thus had to overcome the habits of people. The majority of manufacturers faced this very situation at one time. They, too, were "open for business," but business did not come until they went out after it and until they told people about their products. In other words, they had to advertise and to keep it up until the habit ruts of the public had been broken down and the new habit of buying the merchandise had been formed.

That is what Mr. Tomlinson has to do. He has to build new habits. Shippers are not accustomed to sending their wares by water.

A Real Live "Printers' Ink Baby"

CANADA'S
advertising
journal

Marketing

and Business Management

Write now
for a
copy

Every reader of *Printers' Ink* will find *MARKETING* interesting and instructive. What *Printers' Ink* is to the United States, *MARKETING* is to Canada—a faithful and independent reporter of advertising activities, investigator of advertising conditions and practices, organ of all advertising interests. Published monthly, 20c a copy, \$2 a year.

W. A. LYDIATT, Publisher, 53 Yonge St., Toronto

1918 LYDIATT'S BOOK, indispensable to all advertising in Canada, \$2 a copy

THE MEASURE OF AN INCH

Send for this series of
inch ads reproduced in
a booklet by the
*Associated Artists
of Philadelphia*



If you want more dealers TALK WITH Heegstra

H. Walton HEEGSTRA Inc.—MERCHANDISING—25 E. Jackson Boulevard, Chicago

"GIBBONS Knows CANADA"

I AM LOOKING FOR AN ORGANIZATION

TO WHOM MY COMBINED
ADVERTISING AND SALES
EXPERIENCE WILL BE
VALUABLE

Eight of my ten years in business I have prepared and sold advertising. — I have been successful in working with some of the country's largest advertisers in helping them build sales and secure distribution through the use of advertising copy and personal contact with the dealer. I have prepared almost every kind of advertising matter, edited a house organ and conducted classes in salesmanship. For two years I have been in charge of Sales Promotion for a \$50,000,000 corporation, where my responsibilities were to market new products, stimulate sales in weak territories and prepare special advertising matter. I want to tackle my next job with the idea that it will be my last, and it must be a big enough one so that I can put every ounce of energy and enthusiasm that I have in me, behind it. Address "Merchandising Executive," care of Printers' Ink, 833, Peoples Gas Bldg., Chicago.

A \$4,000 MAN

Who has edited a national magazine,
who was advertising manager of an automobile publication,
who has common sense, aspiration,
youth, experience, ability, perseverance
and originality,
who thoroughly understands advertising,
journalism and art,
who possesses a wealth of diversified
business talents and a rare abundance
of merchandising knowledge,
who has an unusual capacity for real
work and the "jeerch habit" of sticking
to it until it's finished,
who can capably fill any advertising position
and prove an asset to your business,
who will receive communications addressed to "E. S.," Box 166, care of
PRINTERS' INK, 185 Madison Ave.,
New York City.

DESIRES TO MAKE A CHANGE

They have been forwarding them by rail so long that naturally they think of no other route. Lower water than rail rates will not entirely solve the problem. The way to build a new habit is to suggest steadily the opposite of the old habit. Keep on reminding shippers of the advantages of water transportation and they will soon begin to act on the suggestion. This is an elementary principle of business building. Of course the only way that folks can be continuously reminded is through advertising. If Mr. Tomlinson can get hold of an appropriation and then use it to tell shippers about that splendid canal over which he has charge, he will find no dearth of freight. And, by the way, that word "freight" originally meant a cargo sent by water.

Scott S. Smith has been appointed Northwestern manager for Critchfield & Co., Chicago, with offices in Minneapolis.

The *Illustrated Milliner*, New York, has appointed Gus H. Dirhold as its advertising representative in St. Louis.



"CLIMAX" SQUARE-TOP PAPER CLIPS

Best and most economical
Paper Clip on the market

Pat. Dec.
12, 1916

Recommended by efficiency experts.

Prices F. O. B. Buffalo.
Packed 10,000 to the box.

10,000.....	15c	per 1,000
50,000.....	10c	per 1,000
100,000.....	8c	per 1,000
500,000.....	7c	per 1,000
1,000,000.....	6½c	per 1,000

Order Direct from

Buffalo Automatic Mfg. Co.
457 Washington Street, BUFFALO, N. Y.

LEPAGE'S
CHINA
CEMENT
STANDS HOT AND COLD WATER

Leave It to the Ad. Writers

Googley's Gum, will Win the War!
So chew without cessation
Eat Candied Orchids by the score,
And they will save the nation!

Try Gazoozum's Patent Mop
And you will be Victorious
Bleerby's Hats go o'er the Top
Freedom Pills are glorious.

Shakespeare's Works will win the War,
So buy our new edition!
The Dinners served at Goomly's Shore
Put soldiers in condition!

Help save Democracy and use
McChucken's Feather Duster!
Win the War with Snook's Glues!
Scour with Victory Luster!

Use Slickem's Polish on your floor,
And help to Whip the German!
Jenk's Roach Paste will Win the War
And keep you safe from vermin.
—From "The Sun Dial" of the New
York Evening Sun.

Cunningham Heads Butler Brothers

At a meeting of the directors of Butler Brothers, held in Chicago last week, Frank S. Cunningham was elected president of the corporation to succeed Homer A. Sullwell, who died at his summer home at Lake Geneva, Wis., on June 23. Mr. Cunningham has been associated with Butler Brothers for more than thirty years. His first position was that of stenographer—the only stenographer the firm had at that time. Later he became head of the advertising department and as such developed the business of wholesale selling by mail to a high standard of efficiency. Of late years he has been one of the vice-presidents and director of sales, all the while maintaining active control of the advertising department.



EDEXCO MAP PINS
Glass Head
Color Will Not Peel or Scratch Off
Solid glass heads. Steel points. Stay where you put them. 2 sizes—16 colors. Color runs all the way through.

Maps For Sales Plans
Entire U. S. or separate states. Convenient sizes.

Plotting Papers for Charts
To show sales, costs, profits and other vital statistics.
Send 30c, stamps or coin for Big Sample Package containing:
Map Pins and other Map marking devices, sample EDEXCO Map Mount, Charting Papers, Curve Cards, and our booklet for Executives, "Graphic Presentation of Facts".

Our map pins—
smallest size
Booklet alone sent free if desired.

EDUCATIONAL EXHIBITION CO.
728 Custom House Bldg., Providence, R. I.

help! help! help!
for overworked
editors of house
organs & trade
papers—special
& feature articles
on short notice



Chester A. Grover 1105 Dearborn St. Chicago
"ask for proof"

ART IDEAS
for
NEWSPAPER
& MAGAZINE
ADS
POSTERS



studio of
ALFRED JACKSON
116 W. 39th Street New York

LA COSECHA (The Crop)

Cuba is the Favored Nation.
Cuba's main crop, s-u-g-a-r, is about harvested. The sugar is now being paid for at great "War Prices." Money is plentiful. The Cubans are buying luxuries. Why not your goods?
See me.



THE BEERS ADV. AGENCY
Havana and New York

401 Flatiron Bldg., N.Y. Gram. 5030 Established 1906

Charles Francis Press

is especially equipped to handle and expedite orders for high grade

PROCESS COLOR HOUSE ORGANS

and kindred printing
Service the very best

Printing Crafts Building, New York City
EIGHTH AVE., 33rd to 34th Sts.

concentration

Over 96 per cent of the Evening Herald's circulation is within 40 miles of Los Angeles.

To concentrate in the Los Angeles Evening Herald is to cover the richest market in the West, thoroughly and effectively.

Circulation 137,707 Net Paid

E. C. TROWBRIDGE
347 Fifth Ave.
New York

G. LOGAN PAYNE
1233 Marquette Bldg.
Chicago

Classified Advertisements

HELP WANTED

Executive wanted as assistant to office manager in the office of a large New England manufacturing concern. Give age and details of your experience. All replies will be held as confidential. Box 489, care of Printers' Ink.

WANTED

Technical advertising writer who understands and can handle descriptive and educational editorial articles in connection with display advertising of machinery and its applications. Mechanical and electrical subjects. Box 488, Printers Ink.

WOMAN AS ADVERTISING MANAGER OF A DEPARTMENT STORE

Wanted—A young woman who has been trained as assistant to Advertising Manager of a department store. A splendid opportunity with old-established business. Address

S. E. KAUFMAN,
Box 822, Trenton, N. J.

WANTED—ARTIST

capable handling wide variety of agency work; only high grade man need apply; good pay and excellent prospects in growing, beautiful city. All samples will be returned upon request; give full details in first letter; state salary wanted and when you can be here.

KEESHEN ADVERTISING CO.,
Oklahoma City, Okla.

Opening in Chicago for experienced catalog builder. Must also have experience in follow-up correspondence, etc. State age, previous experience, salary desired and give references. Address Box 500, care of Printers' Ink.

Permanent position for two high-grade salesmen. Must be able to furnish the best of reference. One position for Middle West, the other New York territory. Product nationally known, has been advertised since 1907 in most of the big magazines. Marietta Stanley Co., 650 Turner Ave., Grand Rapids, Mich.

EDITOR

A very high-class Chicago technical publication (monthly) has an opening for a first-class editor; a man exempt from military duty; one who has had technical education or mechanical training. Correspondence confidential. Box 490, care of Printers' Ink.

Because our newsdealer circulation is on the increase—there is a big opportunity, now, for a live, thoughtful, constructive young man, above the draft age, who can sell newsdealers, get the best newsstand displays and enthrall the dealer to the point of pushing our product. Our publication is high priced, it enjoys an enviable reputation and the only reason that it has not grown more rapidly has been the want of well directed dealer effort. If you feel that you can make good with a difficult problem, write us in confidence, giving age, experience, and four references. If the man who measures up and comes with us, "makes good," he will find that there are opportunities awaiting him. Address Circulation, Box 494, Printers' Ink.

MISCELLANEOUS

WANTED—Second hand metal newspaper filing stacks. Give size, number of spaces, and quote price. The Harry Porter Company, 18 East 41st Street, New York.

When you think of Hardware Dealers think of the **Hardware Dealers' Magazine**, The Open Door to the Hardware Stores of the World. Write for sample. 253 Broadway, New York City.

Ph. Morton

OCEAN TO OCEAN
CINCINNATI

Electros 1c

A Square Inch—Minimum 7 cents. Shipped to newspapers or dealers from your list or in bulk. Expressage prepaid on bulk shipments exceeding \$10.00

No order too large or too small
GENERAL PLATE CO. TERRE HAUTE
INDIANA

ROMEIKE'S PRESS CLIPPING BUREAU, 106-110 Seventh Avenue, New York City, sends newspaper clippings on any subject in which you may be interested. Most reliable bureau. Write for circular and terms.

POSITION WANTED

Executive with several years' experience as General Manager of a manufacturing concern desires position which shall lead to foreign representation. Answer Box 496, care **PRINTERS' INK**.

Experienced Solicitor-Manager

High-class, resourceful worker, large acquaintance throughout Eastern territory, offers services on general or class publication. Box 498, **Printers' Ink**.

Solicitor—Two and one-half years' experience in New York. Ready August 1. Will furnish references, but wants them forgotten the day work starts. New York territory. Salary \$50.00. Class 4A. Box 501, **Printers' Ink**.

Artist (Woman)—Fashion work (line and wash drawings) a specialty, thoroughly experienced, has time open at own studio. Hour or piece-work. **LEIDLOFF**, Room 423, 25 West 42nd st., N. Y. Telephone—Vanderbilt 1277.

EXECUTIVE, 32 years old, married, successfully managed own organizations in Middle West. Now selling his properties and will be open in ninety days for any 12 or 14 hour job with plenty of responsibility. Beginning salary immaterial. War industries preferred. Write Box 495, care of **Printers' Ink**.

ADVERTISING MAN

Experienced advertising man with record of results in sales promotion, direct by mail; advertising and editing successful house-organs, seeks broader opportunity. His ability would make him particularly valuable to big executive. Address "A. E.", 810 Broad St., Newark, N. J.

COPY AND LAYOUT MAN

has analyzed, planned, written and carried through a large number of complete campaigns, including house organs and dealer literature, for wide range of technical and general industries; a versatile writer of forceful English; knows printing, etc.; N. Y. advertising agency experience; age 35. Box 499, care of **Printers' Ink**.

WANTED—Position as managing editor, business manager or advertising manager or all combined. Applicant 41 years old, of character, ability and sobriety. Married. Highly recommended. Prefer city of 50,000 or more population. Will work for nothing on probation. If satisfactory will accept modest salary to begin. Applicant is no "piker," has really done big things and capable of doing greater ones. Give me the opportunity and I will make good. If I fail, it will cost you nothing. Experienced on newspapers, magazines and trade journals. Have good appearance and personality and endorsed by the few concerns I have worked for. Address Box 491, **Printers' Ink**.

Live, energetic newspaper man, 34, executive ability, knowing the game thoroughly, wants position as business or advertising manager. \$40 weekly. Address Box 504, **Printers' Ink**.

LAYOUT AND COPY MAN

Young college man, conscientious worker, with common sense and imagination. Would make a valuable assistant to adv. mgr. Rejected in draft. Box 502, P. I.

MR. EDITOR!!

Are you looking for a competent reporter, rejected from draft, college graduate, and thoroughly familiar with the handling of re-write matter, market and general news reporting? If so, why not write to Box 505, care **Printers' Ink**, and arrange for an appointment.

PUBLISHERS' REPRESENTATIVE with an efficient organization, will consider one more publication for representation in the territory from Philadelphia to Washington, D. C. Have ten years' experience and a well equipped Philadelphia office. Box 497, care **PRINTERS' INK**.

ADVERTISING MANAGER

Ten years' experience in advertising (agency) business, fourteen years' previous mercantile experience, all round executive, correspondent, understands advertising in all its phases, experienced in producing advertising literature, seeks position with national advertiser, mail order house, or large retailer. Exceptional references. Box 493, **Printers' Ink**.

An EXECUTIVE

**Experienced Advertising Manager
Successful, Forceful Correspondent
Office Systematizer**

well versed in mail-order idea and plan work, strong on compelling lay-outs—fully seasoned in the use of high-grade art-work, engraving, printing, merchandising, follow-ups, dealer co-operation and literature, wants permanent position of responsibility. Box 492, P. I.

Experienced Executive

Draft Exempt

Is there some concern which can use me and this experience? My present position, while of an executive character and involving large responsibilities, offers little opportunity for real growth. I feel that with little difficulty I could adjust myself to almost any line of business requiring executive qualifications, either of a specialized or varied nature. The office over which I have control consists of 52 clerks, 35 of whom are female; 4600 employees report directly and indirectly to this office. During the past six years I have represented my present employers at various Association Meetings and am at present Chairman of one of the active committees. Age 41; married. Present salary \$2600 per year and I would favorably consider an offer upward of this amount, dependent upon opportunities. Box 503, **Printers' Ink**.

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